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ABSTRACT

Intended for the use of curriculum developers, instructors, and others concerned with planning and conducting vocational and technical education programs, this federally funded interim report presents the results of the task inventory analysis survey conducted by the project staff in the secretarial science occupations. In order to develop a system for using occupational information effectively in curriculum improvement, this survey collected data that would be useful for designing and revising 2-year associate degree programs in secretarial science technology. A task inventory was constructed after a literature review and interviews with five consultants employed in secretarial occupations. It was revised after validation by a mail survey yielding 99 useable responses from 175 employed secretaries who were members of the National Secretaries Association. Task performance frequencies, time allotments for each task, and task commonalities were determined. Job descriptions for secretarial job titles were validated. The statistical analyses of data collected in this occupational survey are appended. (Author/AG)

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ED 080655

Research and Development Series No. 87

Secretarial Science Occupational Performance Survey

VT 018 694

THE CENTER FOR VOCATIONAL
AND TECHNICAL EDUCATION

THE OHIO STATE UNIVERSITY
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The Center's mission is to strengthen the capacity of state educational systems to provide effective occupational education programs consistent with individual needs and manpower requirements by:

- Conducting research and development to fill voids in existing knowledge and to develop methods for applying knowledge
- Programmatic focus on state leadership development, vocational teacher education, curriculum, and vocational choice and adjustment
- Stimulating and strengthening the capacity of other agencies and institutions to create durable solutions to significant problems
- Providing a national information storage, retrieval, and dissemination system for vocational and technical education through the affiliated ERIC Clearinghouse

ED 080655

Research and Development Series No. 87

SECRETARIAL SCIENCE OCCUPATIONAL PERFORMANCE SURVEY

Interim Report

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March 1973

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on a Project Conducted under
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U.S. DEPARTMENT OF
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FOREWORD

A continued programmatic effort at The Center for Vocational and Technical Education is to develop more effective procedures for curriculum development. One product of this effort is this interim report of the secretarial science task inventory survey. Data reported herein were collected and analyzed as a preliminary stage of a long-range effort to develop a set of generic procedures for the development of up-to-date curricula in vocational and technical education. This research was conducted within the Instructional Systems Design Program at The Center.

It is hoped that the revised task inventory contained in this report will be useful to practitioners across the country while development of procedures for designing improved curricula continues. The Center welcomes any questions, criticisms, or other comments which may be helpful to the research team in their continuing efforts.

The profession owes its thanks to Sidney D. Borcher, former research specialist at The Center and currently director of the Arizona Research Coordinating Unit; and to John W. Joyner, research associate, for their work in preparing this report. Assistance was also provided by Paul B. Leiter, research associate. The Center also expresses its appreciation to the many individuals in the field of secretarial science for their interest and cooperation in the study.

Robert E. Taylor
Director
The Center for Vocational and
Technical Education

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SECRETARIAL SCIENCE

OCCUPATIONAL PERFORMANCE SURVEY

CHAPTER I
INTRODUCTION

Purpose of the Study

The Center for Vocational and Technical Education is developing a system for acquiring and using occupational information effectively in designing and revising curricula. This interim report is offered before completion of the major project so that the occupational information collected during the development of the system may be available for use by curriculum developers, instructors, and others involved in planning and conducting vocational and technical programs.

One of the occupational areas used in initial piloting of the system was secretarial science. Numerous two-year associate degree secretarial science programs exist for training students. It is the purpose of this report to present the results of the task inventory analysis survey conducted by the project staff in the secretarial science occupational area. The objectives of the task inventory analysis survey were as follows:

1. To construct and validate a task inventory for the secretarial science occupational area.
2. To determine the frequency of performance of tasks by incumbent workers in the secretarial occupations.
3. To determine the relative time spent in performing specific tasks by incumbent workers in the secretarial occupations.
4. To validate job descriptions for the job titles within the secretarial science occupational area.
5. To determine what tasks are common to all jobs within the secretarial science occupational area.

Definition of the Secretarial Science Occupational Area

Secretarial technicians are professional people in their field, qualified to become private secretaries or administrators of the secretarial force in a business, medical, or law office. Secretaries have increasingly versatile roles in today's business offices. They facilitate their employers' communications both verbal and written, and attend to the maintenance of records and accounts. They relieve their employer of routine office duties allowing him to exert his energies toward the major objectives of the business.

Secretaries must be able to compose written communications and be proficient in record storage and retrieval. Additionally, and equally important, they must be able to meet, converse, write, and assist persons within and without their employers' organizations.

Job titles associated with secretarial science technicians include: (1) general secretary, (2) legal secretary, (3) medical secretary, (4) office manager, (5) executive secretary, and (6) administrative assistant.

The purpose of the survey was to collect occupational information that would be useful for designing and revising two-year associate degree programs in secretarial science technology. Since the emphasis of these programs is to develop skills beyond those of the clerk, typist, stenographer, and receptionist, these job titles were omitted.

CHAPTER II
METHODOLOGY

Construction of the Task Inventory

The task statements were identified by searching existing office occupations task lists, job descriptions, and curriculum guides. All tasks that were thought to be performed by an incumbent worker in one of the secretarial science occupations were included. The primary sources of task statements used were:

1. U. S. Air Force Job Descriptions[1] for the job titles of: (a) procurement specialist, (b) general accounting specialist, (c) administration specialist, (d) information specialist, and (e) personnel specialist.

2. Tasks associated with performance of major types of office work as identified by Perkins and others.[2]

Following the initial identification, the tasks were grouped into functional areas called "Duties." Action words ending in "ing" (gerunds) were used to designate duties. The duty categories identified were:

1. Organizing and planning
2. Supervising and implementing
3. Coordinating and performing personal activities for employer
4. Inspecting and evaluating
5. Training
6. Performing stenographic activities
7. Performing bookkeeping and accounting activities
8. Preparing forms and publications
9. Performing receptionist activities
10. Performing clerical activities
11. Maintaining files and library
12. Performing mailroom activities

After the task statements were grouped under the appropriate duties, each task statement was carefully reviewed and rewritten into the proper format (see Appendix A). Each task statement was written so as to begin with a present tense action word with the subject "I" understood. The task statements were arranged alphabetically under each duty so as to shorten the incumbents' reading time and to assist them in recalling tasks which were not listed. In all, 476 task statements were included in the inventory along with seven pertinent background information questions.

Consultant Review of the Task Inventory

After the initial task inventory had been constructed from published sources, it was reviewed by five consultants who were employed in secretarial occupations. Two of the consultants were general secretaries, one was an office manager, one was an executive secretary, and the fifth was an administrative assistant. These five consultants were individually interviewed by project staff members.

The consultants were asked to respond to each task individually and comment on its clarity and appropriateness. The comments of the five consultants were pooled and revisions of the task inventory were made based on their comments.

Selection of the Worker Sample

Since the duties and tasks performed by secretaries are not typically related to geographic location, it was felt that a sample of incumbent workers in the secretarial science occupations from one metropolitan area (Columbus, Ohio) would be sufficient for validating the task inventory. Therefore, for convenience the membership of the Columbus chapter of the National Secretaries Association was selected to respond to the inventory.

For the purpose of this study, members of the National Secretaries Association were the logical persons to use, as one of the criteria for membership in the association is that the person must perform tasks beyond those normally performed by the typist, stenographer, or receptionist.

Data Collection Procedures

The president of the National Secretaries Association, Columbus chapter, was contacted and her cooperation was solicited. She was interested in the study and agreed to mail copies of the task inventories to the organization's membership. Unfortunately, the chapter's by-laws prohibited the release of

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[1] U. S. Air Force, Lackland AFB, Tex: Personnel Research Division, Air Force Human Resources Laboratory (AFSC).

[2] Edward A. Perkins, Jr.; F. Ross Byrd; and Dennis E. Roley, *Clusters of Tasks Associated with Performance of Major Types of Office Work*. Pullman, Washington: Washington State University, January 1968.

their membership list; therefore, permission was secured to include the inventory with the mailing of their monthly newsletter.

Of the total mailing list containing 203 names it was determined that approximately 175 were actively employed in secretarial occupations. Since direct access to the names and addresses was not possible, the inventory was sent to the total membership and was accompanied by letters from The Center Staff and from the local chapter's president. Also included with the inventory was a postage-paid return envelope, and a complimentary ballpoint pen as an incentive for completing and returning the inventory.

Lack of access to the names and addresses of the members prohibited the use of a personalized follow-up to increase the rate of returns. However, a follow-up letter was included in the following month's newsletter encouraging nonrespondents to complete and return the inventories.

Each of the respondents was asked to answer the seven background information questions and check the tasks performed on their present job. After they had checked the tasks they perform, the respondents were then asked to go back and rate those tasks they had checked on a seven point "relative time-spent" scale. A rating of one indicated that the respondent spent very little time on the task compared with the other tasks he performed. A rating of seven indicated that he spent a very large amount of time on the task. Examples of the instructions and task inventory format are presented in Appendix B.

To permit comparisons across incumbents on specific tasks, the relative time-spent ratings are converted to percentage values. These values are regarded as estimates of the percentage of work time spent by the incumbents on each task. It is assumed that the total of the respondent's raw ratings represents 100 percent of his work time. Based on this assumption, each raw rating is expressed as a percentage of that total. The following formula was used in converting the raw ratings to percentages of time spent:

$$\frac{ri}{\sum_{n} ri} \times 100$$

where ri = the rating provided by a respondent on task i, and

$\sum_{n} ri$ = the sum of a respondent's rating on the n tasks he rated in the inventory.

CHAPTER III
FINDINGS

Description of the Respondents

The respondents were a quite stable group of secretaries. Each had met membership requirements in the National Secretaries Association which stipulated that an applicant: (1) must be sponsored by two current members of the association; (2) must have been employed in a secretarial position for a minimum of two years; and (3) must have employer verification that she is employed in a secretarial position. As a result of these conditions, the secretaries included in the sample are probably older and more experienced than the average of all secretaries.

The distribution of respondents by job title and type of business in which they were employed is given in Table 1. The total number of usable responses was ninety-nine, or 57% of the estimated 175 actively employed secretaries on the mailing list. The distribution of respondents by job title is probably more representative of the membership of the National Secretaries Association than the total secretarial population because of the membership requirements of the organization.

An analysis of the data in Table 1 regarding the number of respondents by job title indicated that a large proportion of the respondents (48.5 percent) were employed as executive secretaries. Another 23.2 percent were employed as general secretaries and 19.2 percent were employed as administrative assistants. A smaller proportion (6.1 percent) of the respondents were employed as legal secretaries, 2 percent as medical secretaries, and only 1 percent were employed as office managers.

The largest proportion of respondents who held the position of executive secretary (15.2 percent), were employed in a manufacturing type business; 6.2 percent were employed in government; and 5 percent in insurance and other types of business. A smaller proportion of 4 percent and less were employed in various types of businesses as indicated in Table 2.

General secretaries represented the next largest number by job title in which 6.2 percent were employed in manufacturing and 4 percent in government. Less than 3 percent were employed in distribution, transportation, and other types of businesses. None were employed in a publishing and service type business.

Administrative assistants were the third largest group. The largest proportion (6.2 percent) were employed in education and research, and 5.1 percent were employed in government. Less than 3 percent were employed in each of the following types of business: distribution, banking, insurance, and health service. None were employed in public utilities, publishing, legal services, or transportation.

The overall mean years of experience for all respondents in the secretarial field was 17.4 years. The overall mean years of experience for all respondents in their present job title positions was 9.6 years.

The workers' responses by job title to the question of where they received their training in the secretarial field is given in Table 2. It should be noted that a respondent could have checked more than one source of training.

The largest proportion (35.7 percent) of respondents in all positions received training at the secondary high school level, 26 percent received training in private business schools, 24 percent received only on-the-job training, and 10.4 per cent received training in programs at the college or university level. An interesting factor is that no respondent indicated that secretarial training had been received in a public vocational-technical school or at the junior college level. A likely explanation for the lack of training at the post-high school level would be that the majority of the sample was employed in the field prior to the development of secretarial programs in vocational-technical schools and junior colleges.

Group Task Description

The task description for all respondents employed in secretarial occupations is given in Table 3. The letter and number in the column labeled D-TSK (duty-task) refers to the location of the task on the task inventory that was administered to the respondents. The letter refers to the duty heading under which the task was categorized and the number indicates the alphabetical rank of the task under that duty heading. A complete list of the duties and task statements is given in Appendix C.

The four columns of figures to the right of the task statements have been calculated to show: (1) the percent of members performing each task, (2) the average relative time spent by the members performing the task, (3) the average relative time spent by all members, and (4) a cumulative sum of the average percent time spent by all members. The reader is directed back to the data collection section of the methodology

CORRECTION
(Page 7, Sentence 1, Line 3)

Sponsorship is NOT a requirement for membership in the National Secretaries Association (International). It is a requirement of the Columbus Chapter of the Association from which the study sample was obtained.

chapter for an explanation of how the average relative time spent figures were computed.

An examination of the task job description for all respondents employed in the secretarial occupations revealed that a variety of tasks are performed by the workers as a part of their normal job. The tasks are listed in order of the percent of members performing as shown in the first column.

Job descriptions were also computed for the job titles of: (1) general secretary, (2) executive secretary, and (3) administrative assistant. Only those tasks performed by 20 percent or more of the members of each group are included in the description presented in Appendices D, E, and F.

Difference Description for General Secretaries Versus Executive Secretaries

A description of the differences in the percent of general secretaries and the percent of executive secretaries performing the same tasks is provided in Table 4. Tasks showing a less than 10 percent difference in performing between the two groups were omitted.

Inspection of the table revealed that a high percent of executive secretaries performed a wide range of tasks overlapping those tasks performed by general secretaries. Some twenty tasks involving duties of high responsibility in supervising and implementing, performing bookkeeping and accounting, and specified functions were performed by 14 to 10 percent of the executive secretaries. No general secretaries were listed as performing these tasks as a part of their regular jobs. A small number of tasks were listed as having a higher percent of general secretaries performing than executive secretaries. The highest task difference was less than 23 percent.

A summary of the differences in percent performing between these two groups revealed that executive secretaries performed most of the tasks that general secretaries perform plus certain higher level tasks that they did not perform. This difference is supportive of a career ladder projection based from the general secretary job classification to an executive level position.

Difference Description for General Secretaries Versus Administrative Assistants

A description of the difference in the percent of general secretaries and the percent of administrative assistants performing the same tasks is provided in Table 5. Inspection of the Table revealed that administrative assistants performed nearly all tasks that were performed by general secretaries plus higher level tasks not performed by general secretaries.

A small number of tasks listed on the upper half of Table 5 were performed by a larger percentage of general secretaries over administrative assistants, with a difference not higher than -25.17 percent. Only two tasks in this group were not performed by administrative assistants. The remaining tasks listed in Table 5 showed a higher percent of administrative assistants performing, including several high level tasks involving a supervising and implementing function not performed by general secretaries.

The majority of tasks performed by general secretaries are performed by administrative assistants. Therefore, the job structure indicates that administrative assistants may enter the labor market as general secretaries and graduate to the higher position and duty responsibility.

Difference Description for Executive Secretaries Versus Administrative Assistants

A description of the differences in the percent of executive secretaries and the percent of administrative assistants performing the same tasks is provided in Table 6. Inspection of the table revealed that a larger percentage of executive secretaries performed tasks related to coordinating and performing personal activities for employers than did administrative assistants. Analysis of the data also revealed that administrative assistants performed more tasks which have supervisory and implementation functions than did executive secretaries. It should be noted that the difference in percent performing of both groups was not very great for the majority of the tasks performed, suggesting that job titles of executive secretary and administrative assistant may be merely a matter of preference given by employers rather than a distinction in the descriptions of the tasks performed.

Revision of the Task Inventory Based on the Validation

The original task inventory was constructed as an open-ended instrument in that the workers were asked to write-in and rate any task they performed which were not listed. As a result, respondents did write in task statements describing tasks they performed and that were not included in the inventory. Following is a listing of the tasks which were added to the survey by the respondents:

- Buy bonds upon request of employer
- Distribute keys to authorized employees
- Prepare bank signature cards
- Prepare proxies
- Balance employer's personal checking account
- Pick-up and deliver employer at airport
- Record stock quotations--watch market

- Sign personal checks for employer
- Check accuracy of figures submitted to employer by other employees
- Check travel vouchers
- Prepare manuscripts for training sessions
- Prepare minutes of directors and shareholders meetings
- Act as deputy on safe deposit box
- Do preliminary work for income tax return
- Deposit wills and valuables for clients
- Figure market value of investments and portfolios
- Keep insurance register
- Maintain list of authorized signatures
- Maintain records on rental real estate
- Prepare employers business expense statement
- Prepare expense reports to clear company advances
- Receive and disburse trust memos
- Receive and disburse funds for guardianships and estates
- Expedite and trace customer orders
- Type bids and proposals
- Order all publications and keep track of subscriptions

These written-in task statements along with the data describing the number of workers performing each task were used to revise the original task inventory that was administered to the sample of secretarial science. All the written-in task statements were added to the task inventory since it is assumed that if the task was important enough to be written in by incumbent workers, it should be included in the inventory.

All the task statements that were not performed by at least 5 percent of the sample were examined and omitted from the revised inventory if the task was not judged to be critical for successful employment in the occupational area. The revised task inventory for the secretarial science occupational area is presented in Appendix G. It is recommended that future occupational performance surveys utilize the revised task inventory.

TABLE 1. Distribution of Respondents by Job Title and Type of Business

TYPE OF BUSINESS		JOB TITLE						
		General Secretary	Legal Secretary	Medical Secretary	Office Manager	Executive Secretary	Administrative Assistant	Total
Banking	(N)	0	0	0	0	4	1	5
Finance	(%)	0	0	0	0	4.0	1.0	5.0
Distribution	(N)	2	0	0	1	3	2	8
Wholesale Retail	(%)	2.0	0	0	1.0	3.0	2.0	8.0
Educational	(N)	3	0	0	0	4	6	13
Research	(%)	3.0	0	0	0	4.0	6.2	13.2
Insurance	(N)	3	0	0	0	5	1	9
	(%)	3.0	0	0	0	5.1	1.0	9.1
Manufacturing	(N)	6	0	0	0	15	1	22
	(%)	6.2	0	0	0	15.2	1.0	22.4
Public Utilities	(N)	3	1	0	0	1.0	0	5
	(%)	3.0	1.0	0	0	1.0	0	5.0
Publishing	(N)	0	0	0	0	1	0	1
	(%)	0	0	0	0	1.0	0	1.0
Legal Service	(N)	0	4	0	0	1	0	5
	(%)	0	4.0	0	0	1.0	0	5.0
Health Service	(N)	0	0	2	0	2	1	5
	(%)	0	0	2.0	0	2.0	1.0	5.0
Transportation	(N)	1	0	0	0	1	0	2
	(%)	1.0	0	0	0	1.0	0	2.0
Government	(N)	4	1	0	0	6	5	16
	(%)	4.0	1.0	0	0	6.2	5.1	16.3
Other	(N)	1	0	0	0	5	2	8
	(%)	1.0	0	0	0	5.0	2.0	8.0
Total	(N)	23	6	2	1	48	19	99
	(%)	23.2	6.0	2.0	1.0	48.5	19.3	100

TABLE 2. Frequency of Secretaries' Responses to the Question of Where They Received Their Training by Job Title

TYPE OF BUSINESS		JOB TITLE						
		General Secretary	Legal Secretary	Medical Secretary	Office Manager	Executive Secretary	Administrative Assistant	Total
On-the-Job (self-learned)	(N)	8	4	2	0	15	8	37
	(%)	22	44.5	.50	0	22.6	24.2	24.0
Correspondence Courses	(N)	1	0	0	0	1	4	6
	(%)	3	0	0	0	1.4	12.1	3.9
Secondary High School	(N)	14	4	1	0	25	11	55
	(%)	42	44.5	.25	0	34.2	33.3	35.7
Vocational-Technical School	(N)	0	0	0	0	0	0	0
	(%)	0	0	0	0	0	0	0
Private Business School	(N)	7	1	1	1	21	9	40
	(%)	21	11.0	.25	100	28.7	27.3	26.0
Junior College	(N)	0	0	0	0	0	0	0
	(%)	0	0	0	0	0	0	0
College or University	(N)	4	0	0	0	11	1	16
	(%)	12	0	0	0	15.1	3.1	10.4
Total	(N)	34	9	4	1	73	33	154*
	(%)	100	100	100	100	100	100	100

* Any single respondent may have had more than one training experience.

TABLE 3. Task Job Description For Secretarial Science Occupations (N=99)

D-TSK		TASK TITLE	Ranked by ..... PERCENT OF MEMBERS PERFORMING	AVERAGE PERCENT TIME SPENT BY MEMBERS PERFORMING	AVERAGE PERCENT TIME SPENT BY ALL MEMBERS	CUMULATIVE SUM OF AVERAGE PERCENT TIME SPENT BY ALL MEMBERS
J	5	Carry out written or oral instructions given by employer	96.97	1.10	1.07	1.07
F	1	Compose correspondence	96.97	0.96	0.93	2.00
I	15	Place telephone memoranda, messages, etc., where employer will see them	94.95	1.03	0.98	2.98
J	17	Make folders and folder titles for files (labels)	92.93	0.82	0.77	3.74
I	3	Answer telephone	92.93	1.11	1.03	4.78
J	12	Fold and insert letter in envelopes	91.92	0.84	0.77	5.55
J	4	Attach pertinent correspondence to incoming mail for employer to refresh his memory	90.91	0.85	0.77	6.33
K	11	File materials	90.91	0.90	0.82	7.15
J	56	Type business letters	89.90	1.04	0.94	8.08
J	2	Arrange papers or articles on your own and/or your employer's desk	89.90	0.86	0.77	8.86
I	14	Place telephone calls	89.90	0.90	0.81	9.66
J	40	Operate typewriter	89.90	1.20	1.07	10.74
F	13	Write shorthand (any system)	88.89	0.96	0.86	11.59
F	2	Edit letters dictated by employer	87.88	0.88	0.77	12.36
C	9	Keep employer reminded of engagements, dates, things to do, etc.	87.88	0.93	0.82	13.18
J	1	Address letters and packages	87.88	0.90	0.79	13.97
A	40	Plan work for one's self	87.88	1.12	0.98	14.95
J	18	Make corrections on original and carbon copies	86.87	0.80	0.69	15.64
J	9	Clean and/or tidy own and employers area	86.87	0.77	0.67	16.31
J	23	Operate copying machine (such as Xerox, Thermofax, ozalid)	86.87	0.87	0.76	17.06
C	28	Sign employer's mail (his signature)	86.87	0.64	0.56	17.62
J	16	Keep desks equipped with office supplies	85.86	0.78	0.67	18.29
J	51	Type addresses on envelopes and/or cards	85.86	0.83	0.71	19.00
J	48	Proofread typewritten copy	85.86	0.91	0.78	19.78
I	16	Relay or refer telephone calls to another department	84.85	0.77	0.65	20.44
L	15	Open and/or read mail	84.85	0.93	0.79	21.22
J	19	Make notes on incoming mail which employer should see	83.84	0.76	0.64	21.86
J	62	Type final copy from rough-draft copy	83.84	0.78	0.66	22.52
K	18	Process and file correspondence	83.84	0.86	0.72	23.24
J	3	Assemble and staple duplicated materials	82.83	0.83	0.68	23.93
F	10	Transcribe (type) from shortland outlines	82.83	0.92	0.76	24.68
J	46	Prepare or obtain coffee or refreshments for employer or his guests	81.82	0.79	0.65	25.33
J	45	Prepare forms and correspondence	81.82	0.89	0.73	26.06
J	57	Type carbon copies	81.82	1.01	0.82	26.88
K	22	Sort materials for filing	79.80	0.72	0.58	27.46
J	73	Type memoranda	79.80	0.80	0.64	28.10
J	49	Run errands	79.80	0.66	0.52	28.62
I	18	Screen employer's calls	78.79	0.81	0.64	29.26
I	9	Greet callers and/or visitors	78.79	0.80	0.63	29.89
J	6	Change dates on rubber stamps, time stamp machine, and/or calendar daily	77.78	0.79	0.61	30.50
J	15	Keep calendar marked with appointments for employer at his desk	76.77	0.84	0.64	31.14
I	19	Use directories	76.77	0.77	0.59	31.73
C	16	Make engagements and appointments for employer	76.77	0.76	0.58	32.32
C	2	Advise employer of illnesses, deaths, births, weddings, etc. of friends and/or associates	75.76	0.68	0.51	32.83

TABLE 3. (continued)

D-TSK		TASK TITLE	CUMULATIVE SUM OF AVERAGE PERCENT TIME SPENT BY ALL MEMBERS	AVERAGE PERCENT TIME SPENT BY ALL MEMBERS	AVERAGE PERCENT TIME SPENT BY MEMBERS PERFORMING	PERCENT OF MEMBERS PERFORMING
		Ranked by	↓	↓	↓	↓
F	8	Take dictation over the telephone	75.76	0.49	0.37	33.21
C	26	"Screen" visitors or people who want to see your employer	75.76	0.73	0.55	33.76
C	19	Make travel arrangements for employer	75.76	0.81	0.62	34.37
K	13	Handle classified or confidential files	75.76	0.73	0.56	34.93
K	12	Extract information from files	75.76	0.79	0.60	35.53
J	58	Type cards (index cards, file cards, "address finder" cards, etc.)	74.75	0.66	0.49	36.03
F	11	Type minutes of reports of meetings	73.74	0.75	0.55	36.58
C	3	Anticipate needs of employer as to records, papers, etc.	73.74	0.83	0.61	37.19
B	24	Get information from various departments needed for correspondence	72.73	0.68	0.49	37.68
K	7	Establish and/or maintain files	72.73	0.85	0.61	38.29
I	17	Send and/or receive telegrams and/or cablegrams	71.72	0.55	0.40	38.69
L	34	Use U.S. Zip code directory	71.72	0.57	0.41	39.10
I	12	Make introductions	70.71	0.56	0.39	39.49
J	10	Compare copy for legibility and neatness	70.71	0.76	0.54	40.03
J	8	Clean typewriter	70.71	0.60	0.42	40.46
J	77	Use simple business math	70.71	0.70	0.50	40.95
K	20	Search for lost materials in files	69.70	0.52	0.36	41.31
D	4	Dispose of unneeded documents and/or records	69.70	0.60	0.42	41.73
I	6	Direct people to proper office or department	69.70	0.65	0.45	42.18
A	35	Make preparations for meetings	69.70	0.74	0.52	42.70
A	50	Schedule appointments and conferences	68.69	0.86	0.59	43.29
B	42	Prepare drafts of correspondence, directives, or reports	68.69	0.73	0.50	43.79
J	79	Use reference books or manuals	68.69	0.62	0.43	44.22
J	50	Seal envelopes (manually)	68.69	0.64	0.44	44.66
A	28	Gather data for reports	67.68	0.71	0.48	45.14
K	16	Merge and/or revise files	66.67	0.65	0.44	45.57
J	75	Type on printed forms	65.66	0.65	0.43	46.00
J	66	Type labels individually	65.66	0.60	0.40	46.40
L	11	Mark, attach, or enclose materials for outgoing mail	65.66	0.64	0.42	46.81
D	5	Edit and review correspondence and reports	65.66	0.70	0.46	47.27
B	11	Compose copy at the typewriter	64.65	0.65	0.42	47.70
F	14	Write shorthand from more than one person (but only one at a time)	64.65	0.74	0.48	48.18
K	4	Control and manage filing system	64.65	0.86	0.55	48.73
J	32	Operate paper punch	64.65	0.49	0.32	49.04
L	7	Forward mail	62.63	0.48	0.30	49.34
B	27	Implement employer's directives	62.63	0.75	0.47	49.81
B	35	Make arrangements for guests and/or visitors (hotel, entertainment, transportation, etc.)	62.63	0.65	0.41	50.22
B	37	Order supplies of various kinds for the office (from suppliers or central supply department)	61.62	0.74	0.46	50.68
V	23	Prepare itinerary or schedule for employer's trips	61.62	0.74	0.46	51.14
C	6	Confer with employer on policy	61.62	0.72	0.44	51.58
L	5	Distribute incoming and outgoing mail	61.62	0.66	0.40	51.99
A	17	Develop and improve work methods and procedures	60.61	0.71	0.43	52.42
A	16	Determine requirements for equipment and supplies	60.61	0.67	0.41	52.82
C	7	Coordinate with other personnel on various matters for employer	59.60	0.75	0.45	53.27
J	22	Operate calculator	58.59	0.62	0.36	53.64
J	36	Operate 10-key adding machine	57.58	0.61	0.35	53.99

TABLE 3. (continued)

D-TSK		TASK TITLE	CUMULATIVE SUM OF AVERAGE PERCENT TIME SPENT BY ALL MEMBERS	AVERAGE PERCENT TIME SPENT BY ALL MEMBERS	AVERAGE PERCENT TIME SPENT BY MEMBERS PERFORMING	PERCENT OF MEMBERS PERFORMING
		Ranked by	↓	↓	↓	↓
A	8	Compile one report from numerous small ones	57.58	0.69	0.40	54.38
H	7	Proofread copy	56.57	0.71	0.40	54.78
B	45	Prepare requisitions for supplies or equipment	55.56	0.67	0.37	55.15
J	55	Type and/or rule tabular material (tables, columns, rows of figures)	55.56	0.58	0.32	55.47
L	9	Have mail insured, registered or certified	55.56	0.44	0.25	55.72
L	30	Take mail to mail room or mail box	54.55	0.55	0.30	56.02
I	7	Follow up on written notices for meetings by telephone	54.55	0.61	0.33	56.35
B	26	Hear complaints in office and over telephone	54.55	0.81	0.44	56.80
B	10	Compile periodic reports	54.55	0.63	0.35	57.14
B	70	Write letters of condolence and congratulations	54.55	0.53	0.29	57.43
C	14	Keep on hand stock of employer's personal stationery, cards, etc.	54.55	0.74	0.41	57.83
F	7	Take dictation at the typewriter (type dictation as employer dictates)	54.55	0.41	0.22	58.06
G	13	Check on supplies (for reordering purposes)	54.55	0.60	0.33	58.38
C	5	Assist in plans for entertaining, receptions, dinners, etc.	53.54	0.55	0.30	58.68
I	13	Operate intercom	53.54	0.73	0.39	59.07
J	47	Prepare travel vouchers	52.53	0.75	0.40	59.47
J	11	Compile and/or chart data	52.53	0.68	0.36	59.83
J	72	Type manuscripts and/or reports	52.53	0.74	0.39	60.22
F	6	Transcribe (type) from dictaphone	52.53	0.67	0.35	60.57
C	1	Acknowledge letters of condolence and congratulation	52.53	0.54	0.29	60.85
A	7	Coordinate work activities with other employees or agencies	51.52	1.03	0.53	61.39
A	18	Develop procedures maintenance and disposition of records	51.52	0.59	0.31	61.69
G	92	Select or order typewriting supplies and equipment (erasers, ribbons, etc.)	50.51	0.53	0.27	61.96
K	14	Keep card indexes of various kinds	50.51	0.61	0.31	62.27
J	31	Operate paper cutter	50.51	0.42	0.21	62.48
J	64	Type in outline form	49.49	0.54	0.27	62.75
B	25	Handle service calls on equipment	49.49	0.59	0.29	63.04
C	10	Keep employer's photographs and biographical information for publicity	49.49	0.69	0.34	63.38
A	41	Prepare agenda for meetings	49.49	0.71	0.35	63.74
A	39	Plan record keeping	49.49	0.72	0.35	64.09
C	25	Scan newspapers, magazines, trade journals, etc., for employer	48.48	0.65	0.31	64.40
L	37	Wrap and tie packages	48.48	0.37	0.18	64.58
L	26	Sort mail (for different persons)	48.48	0.69	0.34	64.92
L	25	Sign for registered mail	48.48	0.40	0.20	65.12
L	28	Stamp incoming mail as to date	47.47	0.63	0.30	65.41
K	3	Clip and collect magazine articles, or newspapers of interest	47.47	0.49	0.23	65.65
B	49	Punctuate articles, manuscripts, etc.	47.47	0.75	0.36	66.00
I	1	Act as a guide to visitors	47.47	0.49	0.23	66.24
G	11	Check bills and/or invoices	47.47	0.74	0.35	66.59
A	12	Decide on least expensive and/or most desirable way to communicate (telegram, long distance call, etc.)	47.47	0.53	0.25	66.84
I	5	Collect money from office employees for various purposes	46.46	0.53	0.25	67.08
B	53	Select equipment and supplies to be ordered	46.46	0.56	0.26	67.34
C	24	Purchase and/or send out Christmas cards, valentines, or birthday cards for employer	46.46	0.63	0.29	67.63
C	27	Shop for employer	46.46	0.41	0.19	67.82
L	3	Deliver messages	46.46	0.61	0.28	68.11
L	21	Process incoming mail for routing	46.46	0.71	0.33	68.44

TABLE 3. (continued)

D-TSK		TASK TITLE	Ranked by ..... PERCENT OF MEMBERS PERFORMING	AVERAGE PERCENT TIME SPENT BY MEMBERS PERFORMING	AVERAGE PERCENT TIME SPENT BY ALL MEMBERS	CUMULATIVE SUM OF AVERAGE PERCENT TIME SPENT BY ALL MEMBERS
I	10	Handle cranks, beggars, and other undesirables	46.46	0.54	0.25	68.68
H	9	Prepare material for printer or publisher	45.45	0.57	0.26	68.94
A	6	Check committee membership lists (names, addresses, etc.)	45.45	0.52	0.24	69.18
A	45	Renew newspaper and magazine subscriptions	45.45	0.56	0.25	69.44
B	23	Gather data to fill out questionnaires	44.44	0.56	0.25	69.68
L	22	Process outgoing mail	44.44	0.75	0.34	70.02
L	36	Weigh items	44.44	0.42	0.19	70.21
B	13	Compose written directions to other office workers	43.43	0.63	0.27	70.48
B	54	Select or order furnishings for office	43.43	0.46	0.20	70.68
G	5	Approve bills of any kind	42.42	0.67	0.28	70.96
J	61	Type fill-ins on duplicated letters or bulletins (form letters, etc.)	42.42	0.51	0.22	71.17
B	65	Supervise the maintenance of files	41.41	0.64	0.27	71.44
C	22	Prepare day's schedule for employer	41.41	0.72	0.30	71.74
C	13	Keep personal business diary for employer	41.41	0.75	0.31	72.05
E	6	Orient new employees	41.41	0.58	0.24	72.29
A	4	Arrange physical layout of office, pictures, furniture, draperies, etc.	41.41	0.43	0.18	72.47
A	38	Plan and schedule work assignments and priorities	40.40	0.76	0.31	72.77
C	8	Give checks to employer for signature	40.40	0.72	0.29	73.06
D	8	Evaluate files, reports, or correspondence	40.40	0.67	0.27	73.33
K	25	Transfer records to inactive files	40.40	0.50	0.20	73.53
L	27	Stamp envelopes (manually)	40.40	0.59	0.24	73.77
A	5	Attend conferences, symposiums, or briefings	39.39	0.58	0.23	74.00
A	2	Arrange itineraries for speakers, salesmen and others	39.39	0.48	0.19	74.19
J	42	Post notices	38.38	0.53	0.20	74.39
C	20	Obtain credit cards for employer	37.37	0.55	0.21	74.59
G	16	Compose business reports of any kind	37.37	0.59	0.22	74.81
G	82	Purchase postage	37.37	0.51	0.19	75.01
C	12	Keep list of credit card numbers	36.36	0.74	0.27	75.27
F	30	Operate dictaphone	36.36	0.62	0.23	75.50
B	9	Assign specific work to individuals	36.36	0.56	0.20	75.70
B	34	Make arrangements for centralized department to duplicate materials	36.36	0.62	0.23	75.93
I	11	Maintain record of long distance calls	36.36	0.72	0.26	76.19
A	42	Prepare and maintain personnel promotion folders	36.36	0.58	0.21	76.40
A	26	Establish procedures for the distribution of forms, reports, and publications	36.36	0.59	0.21	76.62
A	27	Establish procedures for the production and reproduction of forms, reports, and publications	35.35	0.58	0.21	76.82
L	4	Distribute supplies, forms, and publications	35.35	0.53	0.19	77.01
B	56	Send out invitations	35.35	0.48	0.17	77.18
I	2	Act as hostess at company-sponsored teas, coffee hours, parties, etc.	35.35	0.54	0.19	77.37
B	41	Prepare articles and announcements	34.34	0.48	0.16	77.53
D	2	Check accuracy of entries in personnel records	33.33	0.70	0.23	77.77
G	27	Deposit checks and/or cash in bank or cashier's office	33.33	0.60	0.20	77.96
G	34	Keep books and/or ledger for any purpose	33.33	0.66	0.22	78.18
A	19	Develop procedures for the maintenance of news files and reference libraries	33.33	0.59	0.20	78.38
A	23	Draft recommended changes to handbooks, manuals, publications, and forms	33.33	0.75	0.25	78.63
A	31	Interview and/or recommend applicants for employment	32.32	0.57	0.19	78.81

TABLE 3. (continued)

D-TSK		TASK TITLE	Ranked by ..... PERCENT OF MEMBERS PERFORMING	AVERAGE PERCENT TIME SPENT BY MEMBERS PERFORMING	AVERAGE PERCENT TIME SPENT BY ALL MEMBERS	CUMULATIVE SUM OF AVERAGE PERCENT TIME SPENT BY ALL MEMBERS
A	3	Arrange for training aids, facilities, and equipment	32.32	0.41	0.13	78.95
D	10	Follow up released materials	32.32	0.62	0.20	79.15
H	2	Coordinate work with printer to achieve desired layout	32.32	0.45	0.14	79.29
F	12	Write group proceedings and/or conferences in shorthand	31.31	0.58	0.18	79.47
G	37	Keep daily attendance of employees	31.31	0.67	0.21	79.68
B	33	Mail and/or forward personnel records	31.31	0.52	0.16	79.85
A	21	Draft and submit job description	31.31	0.48	0.15	80.00
A	13	Design and draft local business forms	30.30	0.43	0.13	80.13
C	21	Obtain information and papers for foreign travel for employer	30.30	0.57	0.17	80.30
J	54	Type and correct stencils (mimeograph process)	30.30	0.57	0.17	80.47
L	24	Receive, time-stamp, and route messages	30.30	0.57	0.17	80.64
L	12	Make up, check, and distribute mailing list	29.29	0.56	0.16	80.81
K	21	Secure information from library	29.29	0.37	0.11	80.92
J	69	Type legal agreements	29.29	0.54	0.16	81.07
L	2	Calculate postal rates	28.28	0.55	0.16	81.23
D	11	Inspect material received for completeness and/or damages	28.28	0.63	0.18	81.41
A	51	Schedule employee vacations	28.28	0.59	0.17	81.57
B	1	Act as notary public	28.28	0.86	0.24	81.82
A	52	Schedule office machine inspections	27.27	0.48	0.13	81.95
A	24	Establish operating procedures for suspense files	27.27	0.53	0.15	82.09
G	2	Administer imprest or petty cash funds	26.26	0.45	0.12	82.21
H	12	Use proofreading symbols	26.26	0.58	0.15	82.36
G	78	Prepare purchase orders-invoice and/or vouchers and/or receipts	26.26	0.75	0.20	82.56
J	63	Type information on continuous roll tape (gummed back or self-sealing back)	26.26	0.46	0.12	82.68
K	17	Preserve historical records	26.26	0.57	0.15	82.83
L	29	Stuff, bundle, sort, and/or label outgoing bulk mail	26.26	0.50	0.13	82.96
L	31	Take mail to post office	25.25	0.33	0.08	83.04
J	14	Help with decorations at meetings or conventions	25.25	0.40	0.10	83.15
H	1	Compose news items or magazine articles (newspapers, trade publications, house organs, etc.)	25.25	0.38	0.10	83.24
E	3	Demonstrate equipment and procedures	25.25	0.43	0.11	83.35
E	2	Conduct on-the-job training of office personnel	25.25	0.53	0.13	83.48
B	40	Prepare administrative orders	25.25	0.55	0.14	83.62
B	8	Assign space for equipment and supplies	25.25	0.43	0.11	83.73
B	4	Approve requisitions made out by others	25.25	0.78	0.20	83.93
A	49	Serve on boards, committees, and councils	25.25	0.74	0.19	84.11
A	30	Help organize office or company committees	25.25	0.41	0.10	84.22
A	44	Render policy decisions on questions asked by members of office force	25.25	0.98	0.25	84.46
A	10	Counteract false reports which spread in an organization	24.24	0.45	0.11	84.57
B	47	Prepare shipping instructions	24.24	1.07	0.26	84.83
B	57	Summarize articles, reports, lectures, etc.	24.24	0.51	0.12	84.96
G	10	Write checks (for any purpose as a part of your job other than payroll)	24.24	0.60	0.15	85.10
G	39	Keep petty cash account	24.24	0.45	0.11	85.21
L	35	Use U.S. postal manual for postage rates and types of mail	24.24	0.39	0.10	85.31
L	20	Pick up mail	24.24	0.58	0.14	85.45
G	54	Maintain stock of business forms	23.23	0.51	0.12	85.56
B	59	Supervise clerk typists	23.23	0.57	0.13	85.70

TABLE 3. (continued)

D-TSK		TASK TITLE	PERCENT OF MEMBERS PERFORMING	AVERAGE PERCENT TIME SPENT BY MEMBERS PERFORMING	AVERAGE PERCENT TIME SPENT BY ALL MEMBERS	CUMULATIVE SUM OF AVERAGE PERCENT TIME SPENT BY ALL MEMBERS
		Ranked by	↓	↓	↓	↓
B	60	Supervise employees in order to maintain work performance	22.22	0.98	0.22	85.92
B	46	Prepare requisitions for special personnel requirements	22.22	0.53	0.12	86.03
H	3	Edit manuscripts	22.22	0.62	0.14	86.17
D	1	Arrange for disposal of wornout equipment	22.22	0.45	0.10	86.27
C	15	Make arrangements for repairs on employer's personal property (car, etc.)	22.22	0.57	0.13	86.40
A	15	Determine personnel requirements	22.22	0.42	0.09	86.49
A	22	Draft policy recommendations for submission to higher authority	21.21	0.85	0.18	86.67
E	4	Demonstrate how to locate technical information	21.21	0.44	0.09	86.76
G	99	Take care of checkbook and stubs	21.21	0.65	0.14	86.90
G	91	Secure quotations on supplies (from supplier)	21.21	0.46	0.10	87.00
G	83	Reconcile bank statement	21.21	0.61	0.13	87.13
B	14	Conduct annual review of records	21.21	0.44	0.09	87.22
B	31	Investigate causes of trouble between employees	21.21	0.40	0.08	87.30
G	52	Maintain payroll register (all employees listed)	21.21	0.68	0.14	87.45
G	12	Check money orders and checks, as to amount, dates, signatures	21.21	0.73	0.15	87.60
G	51	Maintain individual employee's earnings records	20.20	0.57	0.11	87.72
G	28	Endorse checks	20.20	0.50	0.10	87.82
B	67	Supervise the preparation and maintenance of records and reports	20.20	0.61	0.12	87.94
B	68	Supervise the reproduction of printed material	20.20	0.57	0.11	88.06
L	16	Obtain mailing material from post office such as certified & registered mail stickers, rate sheets, etc.	20.20	0.43	0.09	88.15
J	37	Operate 10-key printing calculator	20.20	0.91	0.18	88.33
J	21	Operate automatic typewriter (such as autotypist, robotype, IBM magnetic tape machine)	20.20	0.80	0.16	88.49
K	6	Establish and/or maintain cross reference listings	20.20	0.50	0.10	88.59
J	52	Type and correct offset masters (mats or multilith)	20.20	0.50	0.10	88.69
L	6	Distribute promotional material for events such as charity drives	19.19	0.47	0.09	88.78
L	13	Maintain current routing guide and/or distribution lists	19.19	0.53	0.10	88.88
C	18	Make out household and/or personal checks for employer	19.19	0.67	0.13	89.01
F	4	Operate dictating machine	19.19	0.52	0.10	89.11
A	11	Decide charges on work done	19.19	0.66	0.13	89.24
A	9	Consult with attorney, tax-examiner, auditor, etc.	19.19	0.52	0.10	89.34
A	25	Establish performance standards	18.18	0.52	0.09	89.43
B	6	Arrange for and/or cancel newspaper or magazine advertising	18.18	0.44	0.08	89.51
D	6	Evaluate adherence to work standards and schedules	18.18	0.54	0.10	89.61
D	14	Prepare promotion reports	18.18	0.46	0.08	89.70
B	39	Prepare accident reports	18.18	0.34	0.06	89.76
B	12	Compose legal papers	18.18	0.59	0.11	89.87
G	15	Control the safekeeping of monies, bonds, or sealed bids	18.18	0.46	0.08	89.95
H	11	Receive and process requisitions for forms and publications	18.18	0.49	0.09	90.04
I	4	Assist with publicity for charity and other drives	18.18	0.47	0.08	90.12
G	21	Compute payrolls for employees	17.17	0.54	0.09	90.22
G	44	Keep records pertaining to income taxes	17.17	0.62	0.11	90.32
B	64	Supervise the maintenance and utilization of equipment and supplies	17.17	0.49	0.08	90.41
D	7	Evaluate employee's work	17.17	0.59	0.10	90.51
C	29	Take care of employer's personal insurance (car, life, etc.)	17.17	0.60	0.10	90.61
A	33	Maintain list of personnel authorized to submit purchase requests	17.17	0.50	0.09	90.70
A	32	Look up or check on financial ratings or customers and/or employees	17.17	0.39	0.07	90.77

TABLE 3. (continued)

D-TSK		TASK TITLE	Ranked by ..... PERCENT OF MEMBERS PERFORMING	AVERAGE PERCENT TIME SPENT BY MEMBERS PERFORMING	AVERAGE PERCENT TIME SPENT BY ALL MEMBERS	CUMULATIVE SUM OF AVERAGE PERCENT TIME SPENT BY ALL MEMBERS
K	5	Establish and/or maintain a reference library	17.17	0.53	0.09	90.86
K	9	Establish and/or maintain inventory of forms and publications	17.17	0.55	0.10	90.95
K	8	Establish and/or maintain index of forms and publications	17.17	0.60	0.10	91.05
J	68	Type legal affidavits	16.16	0.53	0.09	91.14
J	34	Operate stencil duplicator (e.g. mimeograph)	16.16	0.62	0.10	91.24
A	46	Revise the organizational structure of clerical employees	16.16	0.45	0.07	91.31
A	20	Draft budget estimates	16.16	0.48	0.08	91.39
B	29	Initiate requests for personnel replacements	16.16	0.44	0.07	91.46
B	44	Prepare requests for quotations or proposals	16.16	1.44	0.23	91.70
B	48	Process requests for substitutions or changes to purchase or delivery orders	16.16	0.50	0.08	91.78
G	94	Send out invoices for payment due	16.16	0.64	0.10	91.88
G	67	Operate full-bank adding machine	16.16	0.82	0.13	92.01
B	50	Resolve technical problems for employees	15.15	0.43	0.06	92.08
C	11	Keep lists of employer's personal property up to date	15.15	0.61	0.09	92.17
G	36	Keep cash account	15.15	0.54	0.08	92.25
J	13	Have legal papers recorded	15.15	0.50	0.08	92.33
J	7	Clean and oil office equipment other than typewriter	15.15	0.37	0.06	92.38
J	71	Type legal sales contracts	15.15	0.49	0.07	92.46
J	70	Type legal leases	15.15	0.53	0.08	92.54
L	1	Assemble information kits	15.15	0.49	0.07	92.61
J	67	Type legal acknowledgments	15.15	0.52	0.08	92.69
J	81	Verify entries on purchase requests	14.14	0.51	0.07	92.76
J	35	Operate switchboard (PBX)	14.14	0.31	0.04	92.81
J	33	Operate spirit duplicator (e.g. ditto)	14.14	0.49	0.07	92.88
G	9	Ascertain availability of funds	14.14	0.60	0.09	92.96
C	17	Make list of personal stocks, notes, collateral, etc., (employer's)	14.14	0.62	0.09	93.05
D	16	Review training progress of employees	14.14	0.42	0.06	93.11
D	13	Prepare performance reports	14.14	0.45	0.06	93.17
D	12	Investigate references (personal or financial)	14.14	0.48	0.07	93.24
B	28	Implement suggestion program	14.14	0.40	0.06	93.30
B	66	Supervise the maintenance of publications in stock	14.14	0.58	0.08	93.38
G	88	Record time card and/or time clock data on payroll forms	14.14	0.50	0.07	93.45
A	14	Determine eligibility of individuals for training	14.14	0.39	0.05	93.50
A	47	Secure quotations from brokers	13.13	0.44	0.06	93.56
B	2	Address a meeting of employees	13.13	0.39	0.05	93.61
G	63	Manage reporting and record keeping procedures	13.13	0.49	0.06	93.68
H	8	Plan layout and makeup	13.13	0.60	0.08	93.76
B	38	Oversee workmen (carpenters, electricians, etc.)	13.13	0.39	0.05	93.81
B	20	Counsel personnel on promotion criteria and status	13.13	0.44	0.06	93.87
C	4	Arrange with bank for funds to be wired or cabled	13.13	0.48	0.06	93.93
G	53	Maintain price lists and make necessary changes	13.13	0.64	0.08	94.01
J	38	Operate tape recorder	13.13	0.33	0.04	94.06
J	59	Type copy where all lines end on the right margin (justifying)	13.13	0.56	0.07	94.13
L	10	Log incoming mail (in regular book)	13.13	0.78	0.10	94.23
J	53	Type and correct spirit masters	12.12	0.45	0.06	94.29
K	1	Assist users in the selection and location of library reference material	12.12	0.40	0.05	94.34
J	76	Type real estate papers	12.12	0.48	0.06	94.39

TABLE 3. (continued)

D-TSK		TASK TITLE	PERCENT OF MEMBERS PERFORMING	AVERAGE PERCENT TIME SPENT BY MEMBERS PERFORMING	AVERAGE PERCENT TIME SPENT BY ALL MEMBERS	CUMULATIVE SUM OF AVERAGE PERCENT TIME SPENT BY ALL MEMBERS
Ranked by			↓	↓	↓	↓
J	39	Operate teletype	12.12	0.48	0.06	94.45
G	3	Administer small purchases such as credit card charges and blanket purchase agreements	12.12	0.43	0.05	94.50
G	40	Keep record of territory assigned salesmen	12.12	0.62	0.08	94.58
G	32	Figure extensions	12.12	0.99	0.12	94.70
B	22	Give dictation to other office workers	12.12	0.44	0.05	94.75
B	19	Counsel and advise personnel on training programs	12.12	0.42	0.05	94.80
B	69	Supervise stenographers	12.12	0.52	0.06	94.87
B	63	Supervise the preparation of contracts or purchase orders	12.12	1.57	0.19	95.06
B	51	Reprimand employees	12.12	0.33	0.04	95.10
G	10	Write checks for payroll	12.12	0.51	0.06	95.16
G	98	Take care of bankbook	12.12	0.60	0.07	95.23
A	53	Schedule on-the-job training	12.12	0.50	0.06	95.29
A	29	Help plan advertising campaigns	12.12	0.33	0.04	95.33
A	43	Prepare bids (for contract)	12.12	0.44	0.05	95.39
A	37	Organize guided tours for visiting groups	12.12	0.48	0.06	95.44
B	3	Apply for group insurance	11.11	0.32	0.04	95.48
G	101	Total weekly or monthly sales	11.11	0.58	0.06	95.54
G	64	Make out withholding tax statements at the end of year (W-2 forms)	11.11	0.66	0.07	95.62
G	42	Keep records pertaining to FICA tax (social security)	11.11	0.52	0.06	95.68
G	38	Keep charts of sales records	11.11	0.59	0.07	95.74
G	35	Keep books which supply data for income tax for company, trust, etc.	11.11	0.51	0.06	95.80
G	10	Calculate deductions (income tax, FICA, insurance, etc.)	11.11	0.54	0.06	95.86
G	57	Make contracts for supplies, services, etc.	11.11	0.41	0.05	95.90
G	50	Interpret financial figures into a summary statement	11.11	0.47	0.05	95.96
G	24	Compute trade and cash discount	11.11	0.60	0.07	96.02
G	23	Compute sales tax	11.11	0.97	0.11	96.13
D	15	Review records for compliance with labor laws	11.11	0.44	0.05	96.18
E	7	Prepare audio-visual materials (transparencies, tape recordings, etc.)	11.11	0.44	0.05	96.23
G	17	Compute amount and percent of markup or loss	10.10	0.52	0.05	96.28
G	49	Handle collection of outstanding debts (accounts receivable)	10.10	0.43	0.04	96.33
G	62	Make out monthly statements	10.10	0.64	0.06	96.39
G	65	Operate check writer protector	10.10	0.51	0.05	96.44
G	75	Prepare journal and/or ledger entries	10.10	0.73	0.07	96.52
H	6	Prepare and/or revise pamphlets and catalogs	10.10	0.60	0.06	96.58
B	7	Assign personnel to job positions	10.10	0.49	0.05	96.63
I	8	Give news information to reporters	10.10	0.35	0.04	96.66
J	74	Type powers of attorney	10.10	0.60	0.06	96.72
K	2	Charge and discharge library books and/or materials from files to employees	9.09	0.55	0.05	96.77
J	29	Operate numering machines	9.09	0.30	0.03	96.80
L	32	Trace mail	9.09	0.20	0.02	96.82
A	34	Make list of securities (for business)	9.09	0.47	0.04	96.86
G	61	Make lists of contents of office safe and/or safe deposit box and keep it up to date	9.09	0.48	0.04	96.90
G	55	Make arrangements for freight express	9.09	0.33	0.03	96.93
G	6	Approve customers' checks, charge purchases, etc.	9.09	0.43	0.04	96.97
G	14	Close ledger accounts	9.09	0.57	0.05	97.02
G	1	Act as a cashier or teller	9.09	0.53	0.05	97.07

TABLE 3. (continued)

Ranked by ..... PERCENT OF MEMBERS PERFORMING ↓ / AVERAGE PERCENT TIME SPENT BY MEMBERS PERFORMING ↓ / AVERAGE PERCENT TIME SPENT BY ALL MEMBERS ↓ / CUMULATIVE SUM OF AVERAGE PERCENT TIME SPENT BY ALL MEMBERS ↓

D-TSK		TASK TITLE				
G	43	Keep records pertaining to state and federal unemployment tax	9.09	0.55	0.05	97.12
D	9	Evaluate training effectiveness	9.09	0.45	0.04	97.16
B	17	Conduct personnel meetings	9.09	0.41	0.04	97.20
B	18	Conduct personnel utilization surveys	8.08	0.38	0.03	97.23
B	43	Prepare and review registers of transactions	8.08	0.43	0.03	97.26
B	55	Sell stocks upon request of employer	8.08	0.56	0.05	97.31
G	46	Keep records pertaining to state industrial insurance	8.08	0.45	0.04	97.35
G	33	Figure inventory (value)	8.08	0.60	0.05	97.39
G	7	Approve monthly group insurance bills	8.08	0.38	0.03	97.43
H	4	Hand draw or trace artwork or headlines on stencils	8.08	0.54	0.04	97.47
G	100	Take inventory	8.08	0.47	0.04	97.51
G	105	Work with city and/or county tax statements	8.08	0.46	0.04	97.54
G	87	Record inventory records on proper forms	8.08	0.51	0.04	97.59
G	93	Send out credit memos for goods returned	8.08	0.58	0.05	97.63
G	79	Prepare salesmen's commission statements	8.08	0.52	0.04	97.67
A	48	Select and/or invite speakers	8.08	0.35	0.03	97.70
L	8	Hand carry items, such as purchase orders or contracts, to the vendor	8.08	0.32	0.03	97.73
L	18	Operate and keep postage meter record	8.08	0.65	0.05	97.78
L	33	Use franking-permit privileges (right to send free mail)	7.07	0.91	0.06	97.85
J	30	Operate offset duplicator (e.g. multilith)	7.07	0.34	0.02	97.87
J	44	Prepare delivery orders	7.07	0.62	0.04	97.91
J	80	Verify and update information on punch cards and machine listing	7.07	0.76	0.05	97.97
J	65	Type insurance policies and/or forms	7.07	0.61	0.04	98.01
A	1	Advise contractors on procedures, limitations, requirements, and delivery schedules	7.07	2.17	0.15	98.16
G	95	Sign checks	7.07	0.47	0.03	98.20
G	70	Post (transfer) entries from journals to a ledger (group of accounts)	7.07	0.58	0.04	98.24
G	72	Prepare a trial balance at end of month or fiscal period (prove equality in ledger)	7.07	0.60	0.04	98.28
G	4	Age the accounts receivable	7.07	0.55	0.04	98.32
G	19	Compute dividends	7.07	0.67	0.05	98.37
B	52	Select individuals for specialized training	7.07	0.36	0.03	98.39
B	21	Discharge employees	7.07	0.35	0.02	98.42
B	15	Conduct conferences or briefings	7.07	0.41	0.03	98.45
B	36	Operate public-address system	7.07	0.41	0.03	98.47
G	18	Compute depreciation	6.06	0.62	0.04	98.51
G	8	Arrange for insurance policies	6.06	0.40	0.02	98.54
G	45	Keep records pertaining to sales tax	6.06	0.56	0.03	98.57
G	48	Keep wage and sales comparison records	6.06	0.59	0.04	98.61
G	47	Keep records of bad debts	6.06	0.46	0.03	98.63
G	73	Prepare balance sheet	6.06	0.69	0.04	98.68
G	68	Process newly acquired books and technical reports	6.06	0.62	0.04	98.71
G	77	Prepare post and/or closing trial balance	6.06	0.73	0.04	98.76
G	96	Systematize and record items deductible from income tax on business	6.06	0.51	0.03	98.79
G	89	Rule Journals and/or ledger accounts	6.06	0.49	0.03	98.82
E	1	Administer or proctor personnel tests	6.06	0.44	0.03	98.84
D	3	Check tally sheets on various jobs	6.06	0.44	0.03	98.88
J	60	Type display or decorative type copy	6.06	0.35	0.02	98.90

TABLE 3. (continued)

D-TSK		TASK TITLE	PERCENT OF MEMBERS PERFORMING	AVERAGE PERCENT TIME SPENT BY MEMBERS PERFORMING	AVERAGE PERCENT TIME SPENT BY ALL MEMBERS	CUMULATIVE SUM OF AVERAGE PERCENT TIME SPENT BY ALL MEMBERS
		Ranked by	↓	↓	↓	↓
K	24	Shelve library books	6.06	0.62	0.04	98.94
J	20	Operate addressograph	6.06	0.57	0.03	98.97
J	24	Operate key-driven machine (such as comptometer)	6.06	0.47	0.03	99.00
L	14	Maintain incoming and outgoing correspondence register	6.06	0.78	0.05	99.05
L	17	Operate automatic letter opener	5.05	0.31	0.02	99.06
L	19	Operate mailing sealer	5.05	0.38	0.02	99.08
J	43	Prepare code sheets for converting personnel data to punch cards	5.05	0.83	0.04	99.12
K	26	Use library card indexes	5.05	0.79	0.04	99.16
G	90	Secure letters of credit from banks	5.05	0.46	0.02	99.19
G	81	Prove cash daily	5.05	0.40	0.02	99.21
G	86	Record daily shipments	5.05	0.40	0.02	99.23
G	76	Prepare profit and loss statement (income statement)	5.05	0.59	0.03	99.26
G	69	Post data on daily sales sheets by department or employee	5.05	0.56	0.03	99.28
H	10	Prepare signs, posters, or other graphic materials	5.05	0.36	0.02	99.30
G	58	Make decisions on discounts allowable	5.05	0.40	0.02	99.32
G	60	Make financial graphs	5.05	0.40	0.02	99.34
G	22	Compute property and/or income taxes	5.05	0.32	0.02	99.36
G	29	Establish depreciation schedules for equipment	5.05	0.46	0.02	99.38
B	30	Interpret and apply test results to selection, classification and assignment of employees	5.05	0.40	0.02	99.40
B	16	Conduct "exit" interviews	5.05	0.27	0.01	99.42
B	61	Supervise mail room personnel	5.05	0.41	0.02	99.44
B	5	Arrange for and maintain testing facilities	5.05	0.38	0.02	99.46
A	54	Secure government permits of various kinds (buildings, tax, etc.)	5.05	0.39	0.02	99.48
A	36	Open and read submitted bids	5.05	0.36	0.02	99.49
B	62	Supervise personnel testing program	4.04	0.38	0.02	99.51
B	58	Supervise business machine operators	4.04	0.33	0.01	99.52
B	32	Issue permits for various purposes	4.04	0.18	0.01	99.53
G	30	Figure insurance rates	4.04	0.99	0.04	99.57
G	20	Compute interest charges	4.04	0.66	0.03	99.60
H	50	Operate illuminated drawing board (mimeoscope)	4.04	0.67	0.03	99.62
G	74	Prepare capital statement	4.04	0.51	0.02	99.64
G	97	Type bank reconciliations	4.04	0.41	0.02	99.66
G	10	Use ledger accounts with "balance" column (balance form)	4.04	0.56	0.02	99.68
E	5	Hand score tests and record results	4.04	0.33	0.01	99.70
K	19	Revise stock list	4.04	0.60	0.02	99.72
J	26	Operate microfilm	4.04	0.21	0.01	99.73
L	23	Recall mail from post office	4.04	0.41	0.02	99.75
K	23	Submit receiving reports for new library books	3.03	0.61	0.02	99.76
J	78	Use microfilming equipment	3.03	0.34	0.01	99.77
K	10	Establish operating procedures for reference libraries	3.03	0.64	0.02	99.79
K	15	Maintain library card catalog	3.03	0.67	0.02	99.81
E	8	Teach training class of employees	3.03	0.35	0.01	99.83
F	9	Transcribe (type) from a shorthand machine tape (stenograph)	3.03	0.53	0.02	99.84
G	71	Prepare accounting data for transmittal to computer center	3.03	0.57	0.02	99.86
G	80	Prepare sales slips	3.03	0.81	0.02	99.88
G	26	Count money to verify cash register returns	3.03	0.23	0.01	99.89
G	59	Make entries directly to accounts if business does not use journals	3.03	0.56	0.02	99.91

TABLE 3. (continued)

Ranked by ..... PERCENT OF MEMBERS PERFORMING			AVERAGE PERCENT TIME SPENT BY MEMBERS PERFORMING	AVERAGE PERCENT TIME SPENT BY ALL MEMBERS	CUMULATIVE SUM OF AVERAGE PERCENT TIME SPENT BY ALL MEMBERS
D-TSK		TASK TITLE			
G	56	Make "combined journal" entries	3.03	0.55	0.02	99.92
G	31	Figure discount and maturity dates	2.02	0.60	0.01	99.94
G	41	Keep records pertaining to employees belonging to union	2.02	0.25	0.01	99.94
G	104	Use voucher register	2.02	0.56	0.01	99.95
G	10	Use check register	2.02	0.51	0.01	99.96
F	5	Operate shorthand machine	2.02	0.50	0.01	99.97
J	41	Operate vari-type machine	2.02	0.28	0.01	99.98
J	27	Operate microfilm recorder	1.01	0.25	0.00	99.98
J	25	Operate key punch machine	1.01	0.32	0.00	99.98
J	28	Operate microfilm reproducer	1.01	0.29	0.00	99.99
G	85	Record daily sales on unit control forms	1.01	0.39	0.00	99.99
G	25	Convert figures to metric system	1.01	0.49	0.00	00.00

TABLE 4. Description of the Differences in the Percent of Executive Secretaries and the Percent of General Secretaries Performing the Same Tasks

GROUP 1 = EXECUTIVE SECRETARY (N=48)
GROUP 2 = GENERAL SECRETARY (N=23)

D-TSK		TASK TITLE	PERCENT PERFORMING, GROUP 1	PERCENT PERFORMING, GROUP 2	DIFFERENCE IN PERCENT PERFORMING GROUP 2 MINUS GROUP 1
C	20	Obtain credit cards for employer	58.33	4.35	-53.99
A	50	Schedules appointments and conferences	83.38	30.43	-52.90
C	26	"Screen" visitors or people who want to see your employer	91.67	43.48	-48.19
C	23	Prepare itinerary or schedule for employer's trips	81.25	34.78	-46.47
A	42	Prepare and maintain personnel promotion folders	52.08	8.70	-43.39
C	12	Keep list of credit card numbers	56.25	13.04	-43.21
C	10	Keep employer's photographs and biographical information for publicity	64.58	21.74	-42.84
C	6	Confer with employer on policy	68.75	26.09	-42.66
B	70	Write letters of condolence and congratulations	68.75	26.09	-42.66
A	35	Make preparations for meetings	85.42	43.48	-41.94
B	27	Implement employer's directives	70.83	30.43	-40.40
I	12	Make introductions	87.50	47.83	-39.67
C	19	Make travel arrangements for employer	91.67	52.17	-39.49
C	21	Obtain information and papers for foreign travel for employer	47.92	8.70	-39.22
B	13	Compose written directions to other office workers	52.08	13.04	-39.04
B	26	Hear complaints in office and over telephone	60.42	21.74	-38.68
C	5	Assist in plans for entertaining, receptions, dinners, etc.	68.75	30.43	-38.32
A	28	Gather data for reports	81.25	43.48	-37.77
I	18	Screen employer's calls	93.75	56.52	-37.23
B	54	Select or order furnishings for office	58.33	21.74	-36.59
J	31	Operate paper cutter	58.33	21.74	-36.59
I	7	Follow up on written notices for meetings by telephone	70.83	34.78	-36.05
C	16	Make engagements and appointments for employer	87.50	52.17	-35.33
A	19	Develop procedures for the maintenance of news files and reference libraries	47.92	13.04	-34.87
C	22	Prepare day's schedule for employer	52.08	17.39	-34.69
E	6	Orient new employees	52.08	17.39	-34.69
A	7	Coordinate work activities with other employees or agencies	56.25	21.74	-34.51
C	24	Purchase and/or send out Christmas cards, Valentines, or birthday cards for employer	60.42	26.09	-34.33
A	41	Prepare agenda for meetings	60.42	26.09	-34.33
C	1	Acknowledge letters of condolence and congratulation	64.58	30.43	-34.15
J	47	Prepare travel vouchers	64.58	30.43	-34.15
C	3	Anticipate needs of employer as to records, papers, etc.	85.42	52.17	-33.24
F	8	Take dictation over the telephone	85.42	52.17	-33.24
B	9	Assign specific work to individuals	41.67	8.70	-32.97
J	19	Make notes on incoming mail which employer should see	93.75	60.87	32.88
C	27	Shop for employer	58.33	26.09	-32.25
I	6	Direct people to proper office or department	83.33	52.17	-31.16
J	77	Use simple business math	83.33	52.17	-31.16
A	31	Interview and/or recommend applicants for employment	35.42	4.35	-31.07
C	2	Advise employer of illnesses, deaths, births, weddings, etc. of friends and/or associates	87.50	56.52	-30.98
B	41	Prepare articles and announcements	39.58	8.70	-30.89
J	16	Keep desks equipped with office supplies	95.83	65.22	-30.62
A	38	Plan and schedule work assignments and priorities	47.92	17.39	-30.53

TABLE 4. (continued)

GROUP 1 = EXECUTIVE SECRETARY (N=48)
GROUP 2 = GENERAL SECRETARY (N=23)

D-TSK		TASK TITLE	PERCENT PERFORMING, GROUP 1	PERCENT PERFORMING, GROUP 2	DIFFERENCE IN PERCENT PERFORMING GROUP 2 MINUS GROUP 1
A	26	Establish procedures for the distribution of forms, reports and publications	47.92	17.39	30.53
A	2	Arrange itineraries for speakers, salesmen and others	52.08	21.74	-30.34
G	5	Approve bills of any kind	52.08	21.74	-30.34
G	92	Select or order typewriting supplies and equipment (erasers, ribbons, etc.)	60.42	30.43	-29.98
B	35	Make arrangements for guests and/or visitors (hotel, entertainment, transportation, etc.)	77.08	47.83	-29.26
J	32	Operate paper punch	77.08	47.83	-29.26
L	11	Mark, attach, or enclose materials for outgoing mail	81.25	52.17	-29.08
B	24	Get information from various departments needed for correspondence	81.25	52.17	-29.08
K	17	Preserve historical records	33.33	4.35	-28.99
B	57	Summarize articles, reports, lectures, etc.	33.33	4.35	-28.99
J	15	Keep calendar marked with appointments for employer at his desk	85.42	56.52	-28.89
J	69	Type legal agreements	37.50	8.70	-28.80
A	40	Plan work for one's self	97.92	69.57	-28.35
C	8	Give checks to employer for signature	50.00	21.74	-28.26
C	13	Keep personal business diary for employer	50.00	21.74	-28.26
A	4	Arrange physical layout of office, pictures, furniture, draperies, etc.	50.00	21.74	-28.26
H	9	Prepare material for printer or publisher	54.17	26.09	-28.08
G	83	Reconcile bank statement	31.25	4.35	-26.90
A	13	Design and draft local business forms	31.25	4.35	-26.90
J	14	Help with decorations at meetings or conventions	35.42	8.70	-26.72
K	21	Secure information from library	35.42	8.70	-26.72
I	2	Act as hostess at company-sponsored teas, coffee hours, parties, etc.	47.92	21.74	-26.18
F	3	Operate dictaphone	47.92	21.74	-26.18
I	10	Handle cranks, beggars, and other undesirables	52.08	26.09	-26.00
I	1	Act as a guide to visitors	56.25	30.43	-25.82
I	13	Operate intercom	60.42	34.78	-25.63
A	45	Renew newspaper and magazine subscriptions	60.42	34.78	-25.63
C	7	Coordinate with other personnel on various matters for employer	64.58	39.13	-25.45
A	17	Develop and improve work methods and procedures	64.58	39.13	-25.45
A	46	Revise the organizational structure of clerical employees	25.00	0.00	-25.00
J	79	Use reference books or manuals	77.08	52.17	-24.91
B	31	Investigate causes of trouble between employees	29.17	4.35	-24.82
C	15	Make arrangements for repairs on employer's personal property (car, etc.)	33.33	8.70	-24.64
F	12	Write group proceedings and/or conferences in shorthand	37.50	13.04	-24.46
B	33	Mail and/or forward personnel records	37.50	13.04	-24.46
A	21	Draft and submit job description	37.50	13.04	-24.46
D	2	Check accuracy of entries in personnel records	41.67	17.39	-24.28
I	9	Greet callers and/or visitors	93.75	69.57	-24.18
L	15	Open and/or read mail	93.75	69.57	-24.18
G	82	Purchase postage	45.83	21.74	-24.09
D	5	Edit and review correspondence and reports	70.83	47.83	-23.01
B	42	Prepare drafts of correspondence, directives, or reports	70.83	47.83	-23.01
K	16	Merge and/or revise files	70.83	47.83	-23.01
B	50	Resolve technical problems for employees	22.92	0.00	-22.92

TABLE 4. (continued)

GROUP 1 = EXECUTIVE SECRETARY (N=48)
GROUP 2 = GENERAL SECRETARY (N=23)

D-TSK		TASK TITLE	PERCENT PERFORMING, GROUP 1	PERCENT PERFORMING, GROUP 2	DIFFERENCE IN PERCENT PERFORMING GROUP 2 MINUS GROUP 1
A	47	Secure quotations from brokers	22.92	0.00	-22.92
L	7	Forward mail	75.00	52.17	-22.83
B	40	Prepare administrative orders	27.08	4.35	-22.74
A	33	Maintain list of personnel authorized to submit purchase requests	27.08	4.35	-22.74
G	99	Take care of checkbook and stubs	27.08	4.35	-22.74
H	1	Compose news items or magazine articles (newspapers, trade publications, house organs, etc.)	31.25	8.70	-22.55
G	27	Deposit checks and/or cash in bank or cashier's office	39.58	17.39	-22.19
B	23	Gather data to fill out questionnaires	47.92	26.09	-21.83
K	25	Transfer records to inactive files	47.92	26.09	-21.83
I	14	Place telephone calls	100.00	78.26	-21.74
C	25	Scan newspapers, magazines, trade journals, etc., for employer	52.08	30.43	-21.65
J	72	Type manuscripts and/or reports	56.25	34.78	-21.47
A	18	Develop procedures maintenance and disposition of records	56.25	34.78	-21.47
G	13	Check on supplies (for reordering purposes)	60.42	39.13	-21.29
L	9	Have mail insured, registered or certified	64.58	43.48	-21.11
D	6	Evaluate adherence to work standards and schedules	20.83	0.00	-20.83
H	11	Receive and process requisitions for forms and publications	20.83	0.00	-20.83
J	75	Type on printed forms	72.92	52.17	-20.74
G	28	Endorse checks	25.00	4.35	-20.65
C	18	Make out household and/or personal checks for employer	25.00	4.35	-20.65
G	44	Keep records pertaining to income taxes	25.00	4.35	-20.65
G	39	Keep petty cash account	25.00	4.35	-20.65
A	9	Consult with attorney, tax-examiner, auditor, etc.	25.00	4.35	-20.65
A	30	Help organize office or company committees	29.17	8.70	-20.47
B	46	Prepare requisitions for special personnel requirements	29.17	8.70	-20.47
E	2	Conduct on-the-job training of office personnel	29.17	8.70	-20.47
L	35	Use U.S. Postal manual for postage rates and type of mail	29.17	8.70	-20.47
K	13	Handle classified or confidential files	81.25	60.87	-20.38
A	3	Arrange for training aids, facilities, and equipment	33.33	13.04	-20.29
I	19	Use directories	85.42	65.22	-20.20

****

TASKS OMITTED WHERE DIFFERENCES IN PERCENT PERFORMING = -20.00 THROUGH 10.00

****

G	33	Figure inventory (value)	6.25	17.39	11.14
G	23	Compute sales tax	10.42	21.74	13.32
J	66	Type labels individually	62.50	73.91	11.41
B	47	Prepare shipping instructions	20.83	34.78	13.95
G	78	Prepare purchase orders-invoice and/or vouchers and/or receipts	25.00	39.13	14.13
J	37	Operate 10-key printing calculator	21.50	30.43	17.93
G	32	Figure extensions	8.33	30.43	22.10

TABLE 5. Description of the Differences in the Percent of Administrative Assistants and the Percent of General Secretaries Performing the Same Tasks

GROUP 1 = GENERAL SECRETARIES
GROUP 2 = ADMINISTRATIVE ASSISTANTS

D-TSK		TASK TITLE	PERCENT PERFORMING, GROUP 1	PERCENT PERFORMING, GROUP 2	DIFFERENCE IN PERCENT PERFORMING GROUP 2 MINUS GROUP 1
H	3	Edit manuscripts	30.43	5.26	-25.17
G	32	Figure extensions	30.43	5.26	-25.17
J	64	Type in outline form	56.52	36.84	-19.68
G	78	Prepare purchase orders-invoice and/or vouchers and/or receipts	39.13	21.05	-18.08
J	29	Operate numbering machines	17.39	0.00	-17.39
J	51	Type addresses on envelopes and/or cards	96.65	78.95	-16.70
K	11	File materials	95.65	78.95	-16.70
J	1	Address letters and packages	95.65	78.95	-16.70
G	23	Compute sales tax	21.74	5.26	-16.48
C	14	Keep on hand stock of employer's personal stationery, cards, etc.	47.83	31.58	-16.25
J	6	Change dates on rubber stamps, time stamp machine, and/or calendar daily	82.61	68.42	-14.19
J	59	Type copy where all lines end on the right margin (justifying)	13.04	0.00	-13.04
G	24	Compute trade and cash discount	17.39	5.26	-12.13
G	33	Figure inventory (value)	17.39	5.26	-12.13
G	12	Check money orders and checks, as to amount, dates, signatures	21.74	10.53	-11.21
J	21	Operate automatic typewriter (such as autotypist, robotype, IBM magnetic tape machine)	21.74	10.53	-11.21
L	21	Process incoming mail for routing	47.83	36.84	-10.98
J	66	Type labels individually	73.91	63.16	-10.76
I	3	Answer telephone	100.00	89.47	-10.53
J	52	Type and correct offset masters (mats or multilith)	26.09	15.79	-10.30

****

TASKS OMITTED WHERE DIFFERENCES IN PERCENT PERFORMING = -10.00 THROUGH 20.00

****

J	54	Type and correct stencils (mimeograph process)	21.74	42.11	20.37
G	82	Purchase Postage	21.74	42.11	20.37
G	34	Keep books and/or ledger for any purpose	21.74	42.11	20.37
C	13	Keep personal business diary for employer	21.74	42.11	20.37
J	11	Compile, and/or chart data	47.83	68.42	20.59
A	46	Revise the organizational structure of clerical employees	0.00	21.05	21.05
B	2	Address a meeting of employees	0.00	21.05	21.05
B	21	Discharge employees	0.00	21.05	21.05
B	51	Reprimand employees	0.00	21.05	21.05
B	69	Supervise stenographers	0.00	21.05	21.05
G	16	Compose business reports of any kind	26.09	47.37	21.28
C	24	Purchase and/or send out Christmas cards, Valentines, or birthday cards for employer	26.09	47.37	21.28
J	77	Use simple business math	52.17	73.68	21.51
J	79	Use reference books or manuals	52.17	73.68	21.51
C	19	Make travel arrangements for employer	52.17	73.68	21.51
B	37	Order supplies of various kinds for the office (from suppliers or central supply department)	52.17	73.68	21.51

TABLE 5. (continued)

GROUP 1 = GENERAL SECRETARIES
GROUP 2 = ADMINISTRATIVE ASSISTANTS

D-TSK		TASK TITLE	PERCENT PERFORMING, GROUP 1	PERCENT PERFORMING, GROUP 2	DIFFERENCE IN PERCENT PERFORMING GROUP 2 MINUS GROUP 1
A	9	Consult with attorney, tax-examiner, auditor, etc.	4.35	26.32	21.97
B	12	Compose legal papers	4.35	26.32	21.97
B	29	Initiate requests for personnel replacements	4.35	26.32	21.97
B	31	Investigate causes of trouble between employees	4.35	26.32	21.97
G	51	Maintain individual employee's earnings records	4.35	26.32	21.97
G	40	Keep record of territory assigned salesmen	4.35	26.32	21.97
G	9	Ascertain availability of funds	4.35	26.32	21.97
B	57	Summarize articles, reports, lectures, etc.	4.35	26.32	21.97
J	39	Operate teletype	4.35	26.32	21.97
J	47	Prepare travel vouchers	30.43	52.63	22.20
C	1	Acknowledge letters of condolence and congratulation	30.43	52.63	22.20
J	15	Keep calendar marked with appointments for employer at his desk	56.52	78.95	22.43
K	21	Secure information from library	8.70	31.58	22.88
L	35	Use U. S. Postal manual for postage rates and types of mail	8.70	31.58	22.88
B	28	Implement suggestion program	8.70	31.58	22.88
H	1	Compose news items or magazine articles (newspapers, trade publications, house organs, etc.)	8.70	31.58	22.88
B	46	Prepare requisitions	8.70	31.58	22.88
B	53	Select equipment and supplies to be ordered	34.78	57.89	23.11
I	13	Operate intercom	34.78	57.89	23.11
A	49	Serve on boards, committees and councils	13.04	36.84	23.80
G	13	Check on supplies (for reordering purposes)	39.13	63.16	24.03
J	16	Keep desks equipped with office supplies	65.22	89.47	24.26
A	51	Schedule employee vacations	17.39	42.11	24.71
A	26	Establish procedures for the distribution of forms, reports and publications	17.39	42.11	24.71
E	6	Orient new employees	17.39	42.11	24.71
C	26	"Screen" visitors or people who want to see your employer	43.48	68.42	24.94
G	5	Approve bills of any kind	21.74	47.37	25.63
A	2	Arrange itineraries for speakers, salesmen and others	21.74	47.37	25.63
A	4	Arrange physical layout of office, pictures, furniture, draperies, etc.	21.74	47.37	25.63
K	16	Merge and/or revise files	47.83	73.68	25.86
A	8	Compile one report from numerous small ones	47.83	73.68	25.86
A	5	Attend conferences, symposiums, or briefings	26.09	52.63	26.54
A	27	Establish procedures for the production and reproduction of forms, reports and publications	26.09	52.63	26.54
F	8	Take dictation over the telephone	52.17	78.95	26.77
B	6	Arrange for and/or cancel newspaper or magazine advertising	4.35	31.58	27.23
K	17	Preserve historical records	4.35	31.58	27.23
A	20	Draft budget estimates	4.35	31.58	27.23
C	20	Obtain credit cards for employer	4.35	31.58	27.23
G	88	Record time card and/or time clock data on payroll forms	4.35	31.58	27.23
G	92	Select or order typewriting supplies and equipment (erasers, ribbons, etc.)	30.43	57.89	27.46
B	56	Send out invitations	30.43	57.89	27.46
A	30	Help organize office or company committees	8.70	36.84	28.15

TABLE 5. (continued)

GROUP 1 = GENERAL SECRETARIES
GROUP 2 = ADMINISTRATIVE ASSISTANTS

D-TSK		TASK TITLE	PERCENT PERFORMING, GROUP 1	PERCENT PERFORMING, GROUP 2	DIFFERENCE IN PERCENT PERFORMING GROUP 2 MINUS GROUP 1
A	18	Develop procedures maintenance and disposition of records	34.78	63.16	28.38
J	72	Type manuscripts and/or reports	34.78	63.16	28.38
J	19	Make notes on incoming mail which employer should see	60.87	89.47	28.60
G	2	Administer imprest or petty cash funds	13.04	42.11	29.06
F	12	Write group proceedings and/or conferences in shorthand	13.04	42.11	29.06
L	20	Pick up mail	17.39	47.37	29.98
C	22	Prepare day's schedule for employer	17.39	47.37	29.98
D	2	Check accuracy of entries in personnel records	17.39	47.37	29.98
A	35	Make preparations for meetings	43.48	73.68	30.21
B	20	Counsel personnel on promotion criteria and status	0.00	31.58	31.58
D	12	Investigate references (personal or financial)	0.00	31.58	31.58
I	10	Handle cranks, beggars, and other undesirables	26.09	57.89	31.81
I	11	Maintain record of long distance calls	26.09	57.89	31.81
H	9	Prepare material for printer or publisher	26.09	57.89	31.81
B	11	Compose copy at the typewriter	52.17	84.21	32.04
C	16	Make engagements and appointments for employer	52.17	84.21	32.04
C	3	Anticipate needs of employer as to records, papers, etc.	52.17	84.21	32.04
A	22	Draft policy recommendations for submission to higher authority	4.35	36.84	32.49
C	25	Scan newspapers, magazines, trade journals, etc., for employer	30.43	63.16	32.72
K	7	Establish and/or maintain files	56.52	89.47	32.95
B	4	Approve requisitions made out by others	8.70	42.11	33.41
A	3	Arrange for training aids, facilities, and equipment	13.04	47.37	34.32
A	21	Draft and submit job description	13.04	47.37	34.32
B	10	Compile periodic reports	39.13	73.68	34.55
A	17	Develop and improve work methods and procedures	39.13	73.68	34.55
A	23	Draft recommended changes to handbooks, manuals, publications and forms	17.39	52.63	35.24
A	28	Gather data for reports	43.48	78.95	35.47
D	5	Edit and review correspondence and reports	47.83	84.21	36.38
D	6	Evaluate adherence to work standards and schedules	0.00	36.84	36.84
A	41	Prepare agenda for meetings	26.09	63.16	37.07
B	24	Get information from various departments needed for correspondence	52.17	89.47	37.30
G	39	Keep petty cash account	4.35	42.11	37.76
A	6	Check committee membership lists (names, addresses, etc.)	30.43	68.42	37.99
A	15	Determine personnel requirements	8.70	47.37	38.67
B	41	Prepare articles and announcements	8.70	47.37	38.67
A	42	Prepare and maintain personnel promotion folders	8.70	47.37	38.67
A	44	Render policy decisions on questions asked by members of office force	8.70	47.37	38.67
B	33	Mail and/or forward personnel records	13.04	52.63	39.59
C	7	Coordinate with other personnel on various matters for employer	39.13	78.95	39.82
A	38	Plan and schedule work assignments and priorities	17.39	57.89	40.50
J	31	Operate paper cutter	21.74	63.16	41.42
B	42	Prepare drafts of correspondence, directives, or reports	47.83	89.47	41.65
H	11	Receive and process requisitions for forms and publications	0.00	42.11	42.11

TABLE 5. (continued)

GROUP 1 = GENERAL SECRETARIES
GROUP 2 = ADMINISTRATIVE ASSISTANTS

D-TSK		TASK TITLE	PERCENT PERFORMING, GROUP 1	PERCENT PERFORMING, GROUP 2	DIFFERENCE IN PERCENT PERFORMING GROUP 2 MINUS GROUP 1
B	23	Gather data to fill out questionnaires	26.09	68.42	42.33
B	70	Write letters of condolence and congratulations	26.09	68.42	42.33
B	60	Supervise employees in order to maintain work performance	4.35	47.37	43.02
A	31	Interview and/or recommend applicants for employment	4.35	47.37	43.02
B	40	Prepare administrative orders	4.35	47.37	43.02
B	9	Assign specific work to individuals	8.70	52.63	43.94
A	13	Design and draft local business forms	4.35	52.63	48.28
A	50	Schedule appointments and conferences	30.43	78.95	48.51
A	7	Coordinate work activities with other employees or agencies	21.74	73.68	51.95
B	27	Implement employer's directives	30.43	84.21	53.78
B	13	Compose written directions to other office workers	13.04	68.42	55.38
B	26	Hear complaints in office and over telephone	21.74	78.95	57.21
C	6	Confer with employer on policy	26.09	84.21	58.12

TABLE 6. Description of the Differences in the Percent of Executive Secretaries and the Percent of Administrative Assistants Performing the Same Tasks

GROUP 1 = EXECUTIVE SECRETARY (N=48)
GROUP 2 = ADMINISTRATIVE ASSISTANT (N=19)

D-TSK		TASK TITLE	PERCENT PERFORMING, GROUP 1	PERCENT PERFORMING, GROUP 2	DIFFERENCE IN PERCENT PERFORMING GROUP 2 MINUS GROUP 1
C	12	Keep list of credit card numbers	56.25	10.53	-45.72
C	14	Keep on hand stock of employer's personal stationery, cards, etc.	64.58	31.58	-33.00
C	21	Obtain information and papers for foreign travel for employer	47.92	15.79	-32.13
I	9	Greet callers and/or visitors	93.75	63.16	-30.59
A	45	Renew newspaper and magazine subscriptions	60.42	31.58	-28.84
C	23	Prepare itinerary or schedule for employer's trips	81.25	52.63	-28.62
L	11	Mark, attach, or enclose materials for outgoing mail	81.25	52.63	-28.62
C	10	Keep employer's photographs and biographical information for publicity	64.58	36.84	-27.74
C	20	Obtain credit cards for employer	58.33	31.58	-26.75
B	54	Select or order furnishings for office	58.33	31.58	-26.75
G	83	Reconcile bank statement	31.25	5.26	-25.99
I	18	Screen employer's calls	93.75	68.42	-25.33
G	44	Keep records pertaining to income taxes	25.00	0.00	-25.00
I	12	Make introductions	87.50	63.16	-24.34
F	6	Transcribe (type) from dictaphone	60.42	36.84	-23.57
I	7	Follow up on written notices for meetings by telephone	70.83	47.37	-23.46
C	26	"Screen" visitors or people who want to see your employer	91.67	68.42	-23.25
L	9	Have mail insured, registered or certified	64.58	42.11	-22.48
L	7	Forward mail	75.00	52.63	-22.37
I	2	Act as hostess at company-sponsored teas, coffee hours, parties, etc.	47.92	26.32	-21.60
F	3	Operate dictaphone	47.92	26.32	-21.60
A	19	Develop procedures for the maintenance of news files and reference libraries	47.92	26.32	-21.60
C	5	Assist in plans for entertaining, receptions, dinners, etc.	68.75	47.37	-21.38
G	107	Write checks (for any purpose as a part of your job other than payroll)	31.25	10.53	-20.72
I	6	Direct people to proper office or department	83.33	63.16	-20.18

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TASKS OMITTED WHERE DIFFERENCES IN PERCENT PERFORMING = 20.00 THROUGH 20.00

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B	40	Prepare administrative orders	27.08	47.37	20.29
B	23	Gather data to fill out questionnaires	47.92	68.42	20.50
B	28	Implement suggestion program	10.42	31.58	21.16
H	11	Receive and process requisitions for forms and publications	20.83	42.11	21.27
A	13	Design and draft local business forms	31.25	52.63	21.38
B	11	Compose copy at the typewriter	62.50	84.21	21.71
A	44	Render policy decisions on questions asked by members of office force	25.00	47.37	22.37
B	56	Send out invitations	35.42	57.89	22.48
B	60	Supervise employees in order to maintain work performance	22.92	47.37	24.45
L	20	Pick up mail	20.83	47.37	26.54
A	15	Determine personnel requirements	18.75	47.37	28.62
I	11	Maintain record of long distance calls	29.17	57.89	28.73

CHAPTER IV

SUMMARY AND CONCLUSIONS

It is the purpose of this report to present the findings of the task inventory analysis of occupational performance which was conducted to ascertain what tasks are actually being performed by workers in the secretarial science occupational area. The findings of this analysis will be valuable to the instructional efforts of educational institutions offering programs of training in secretarial science. Teachers in business and office practice, directors of vocational education at the local and state level, guidance personnel, and others who are concerned with development and evaluation of more relevant and meaningful educational training programs in secretarial science could utilize these findings.

A task inventory was constructed utilizing existing secretarial science occupations task lists, job descriptions, and curriculum guides. The initial inventory was reviewed and revised by five consultants who were employed in secretarial science occupations. In all, 476 task statements were included in the inventory along with seven pertinent background information questions. Ninety-nine task inventories were satisfactorily completed and returned by workers employed in the secretarial science occupational area. The task data along with the background data collected were coded and tabulated by the project staff at The Center for Vocational and Technical Education. The background variable on the type of business in which the workers were employed presented a good cross section of eleven different major industries supportive of representation initially desired.

It was found that the most frequent source of training checked by the respondents was at the secondary high school level, followed by training in private business schools, on-the-job training (self-learned), and college or university training. A small number of respondents received training through correspondence courses. No respondents checked vocational-technical school or junior college as a source from which training had been received. A likely explanation was recorded in the section on description of worker sample which stated that the sample was representative of incumbent workers with several years of experience in the secretarial field prior to the development of secretarial programs in vocational-technical schools and junior colleges.

It should be cautioned that maximum care must be taken when generalizing to the total population survey results, particularly when the number of respondents was small. However, the sample is representative of workers in the secretarial field who are experienced and who possess a mastery of office skills in a varied cross section of major industries. The following conclusions appear to be warranted by the data:

1. The task list constructed by the project staff is representative of those tasks which are performed by experienced workers in the secretarial science occupational area.
2. Within the confines of the sample, the percent of members performing each task was determined.
3. The relative time spent in performing the tasks was validated for experienced members in the secretarial science occupational area.
4. A task job description for the job titles of: general secretary, executive secretary, and administrative assistant were validated.
5. A description of the differences in the percent of general secretaries and percent of executive secretaries performing the same tasks was computed and tabled.
6. A description of the differences in the percent of general secretaries and the percent of administrative assistants performing the same tasks was computed and tabled.
7. A description of the differences in the percent of executive secretaries and administrative assistants performing the same tasks was computed and tabled.

It was noted earlier that the data reported herein were collected and analyzed as a preliminary stage in a longer-ranged research effort to develop a set of procedures for the identification and selection of curriculum content. That research and development effort is continuing.

In the meantime, the brief overview of the methods and techniques used for task inventory analysis, provided in this report, along with the identification of selected sources for more detailed descriptions of the methods, should be of interest and use to other vocational researchers: particularly those engaged in research and development related to curriculum development and to occupational competency testing. Moreover, the data provide one additional source of relatively specific occupational information which should be useful to vocational instructors and curriculum developers of secretarial science training programs.

APPENDIX A

Criteria for Appropriate Task Inventory Statements

APPENDIX A

CRITERIA FOR APPROPRIATE TASK INVENTORY STATEMENTS

1. Clear statement that is easily understood by the worker
2. Statement written using terminology that is consistent with current usage in the occupational area
3. Brief statement to save reading time
4. Use abbreviations cautiously since they may not be understood throughout the occupational area
5. Task statement must be ratable in terms of Time Spent and other rating factors (eliminate tasks beginning with "have responsibility for . . .," "Know how to . . .")
6. Vague or ambiguous words such as "check," "assist," and "recommend" should be avoided
7. Use short words in place of long ones whenever possible
8. Qualifications of a worker such as aptitude, education, or skill are not tasks and are, therefore, not included in task statements
9. Instruction a person receives is not a task unless the worker performs a task
10. Task statements should begin with a present tense action word such as "operate," "write," and "clean"
11. Arrange task statements alphabetically under each duty statement to facilitate ease of scanning and to eliminate duplicate tasks
12. Each task statement must be capable of standing alone, i.e., NOT - "operate other equipment."
13. Each task statement must be a complete sentence
14. Omit the period at the end of the task statement
15. Avoid "and/or" and "etc."
16. Parallel tasks should be included in appropriate duty categories, i.e., for a "supervise" task there should be a task that is "performed"
17. If a modifier is used be sure to include all relevant alternatives i.e., "repair automatic transmissions." Should also have "repair standard transmissions"
18. Avoid obviously trivial tasks, e.g., turn ignition key
19. Avoid tasks that are too general
20. Avoid multiple verbs unless the sequence is essential to the task
21. Tasks should be independent and distinct

APPENDIX B

Task Inventory Specimens

The National Secretaries Association

(International)

(1-05-200)
Columbus Chapter
Columbus, Ohio

May 3, 1971

All Members
Columbus Chapter, NSA
Columbus, Ohio

Dear NSA Members:

We are apparently accomplishing many of our goals and objectives. The educators are requesting our assistance in educational curriculum for secretarial occupations.

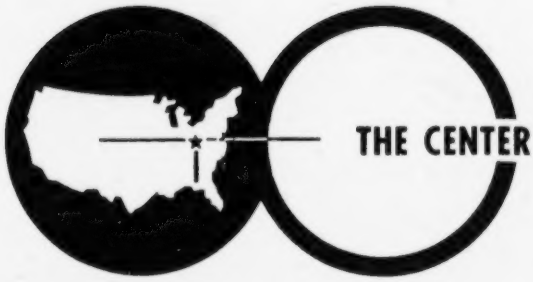
The Columbus Chapter Executive Board urges your immediate attention to the enclosed letter and the unquestionably thorough survey. We realize this will take some of your valuable time, but think what it could mean for our profession when beginning on-the-job secretarial education while still in school.

Please complete your questionnaire as quickly as possible and return in the enclosed self-addressed envelope. The results of this project will be made available to us at a later date. Please do not let all the hours of study and concern behind this project go to waste. Without nearly 100 percent participation on our part, a completely true analysis cannot be made. Complete and return yours today!

Sincerely yours,

Ellen

Ellen L. Carson
President



THE CENTER FOR VOCATIONAL AND TECHNICAL EDUCATION

Phone (614) 486-3655

THE OHIO STATE UNIVERSITY
1960 KENNY ROAD
COLUMBUS, OHIO 43210

Dear NSA Member:

We need your help! We are conducting a study that we believe you will find interesting and helpful to your profession. We are attempting to assemble and validate a complete list of jobs and tasks performed by professional secretaries.

We will use this information to revise existing secretarial curricula in order to improve the quality of training programs being offered for persons in secretarial occupations.

What we are asking for is a little of your time, and the results of your experience on the job, to review the enclosed task inventory for secretarial science. Only you can tell us whether these lists are complete and accurate.

Please fill out the brief background information page and follow the directions for checking and rating the tasks on the list. We have enclosed an Ohio State pen and a stamped envelope for completing and returning the inventory. The pen is yours to keep as a token of our appreciation for your help.

We are depending on you to provide us with the necessary information for improving secretarial training programs. Please complete and return the inventory TODAY!

Sincerely,

Sid Borcher
Research Specialist

SB/ds

Enclosures

BACKGROUND INFORMATION

CHECK YOUR PRESENT JOB TITLE:

RECEPTIONIST	☐	GENERAL SECRETARY	☐	OFFICE MANAGER	☐
TYPIST	☐	LEGAL SECRETARY	☐	EXECUTIVE SECRETARY	☐
STENOGRAPHER	☐	MEDICAL SECRETARY	☐	ADMINISTRATIVE ASSISTANT	☐

OTHER (SPECIFY) _____

CHECK THE TYPE OF BUSINESS IN WHICH YOU ARE EMPLOYED:

BANKING-FINANCE	☐	INSURANCE	☐	LEGAL SERVICE	☐
CONSTRUCTION	☐	MANUFACTURING	☐	HEALTH SERVICE	☐
DISTRIBUTION (Wholesale-Retail)	☐	PUBLIC UTILITIES	☐	TRANSPORTATION	☐
		PUBLISHING	☐	GOVERNMENTAL	☐

EDUCATIONAL + RESEARCH ☐

OTHER (SPECIFY) _____

_____ HOW MANY YEARS HAVE YOU WORKED AT YOUR PRESENT JOB?

_____ HOW MANY YEARS HAVE YOU WORKED IN THE SECRETARIAL FIELD?

_____ FOR HOW MANY PERSONS DO YOU PERFORM YOUR SECRETARIAL DUTIES?

_____ WITH HOW MANY OTHER SECRETARIES DO YOU WORK IN PERFORMING YOUR DUTIES?

WHERE DID YOU RECEIVE YOUR TRAINING IN THE SECRETARIAL FIELD?

ON THE JOB (SELF LEARNED)	☐	PUBLIC VOCATIONAL-TECHNICAL SCHOOL	☐
MILITARY SCHOOL	☐	PRIVATE BUSINESS SCHOOL	☐
CORRESPONDENCE COURSES	☐	JUNIOR COLLEGE	☐
PUBLIC SECONDARY SCHOOL	☐	COLLEGE OR UNIVERSITY	☐

OTHER (SPECIFY) _____

INSTRUCTIONS FOR COMPLETING TASK INVENTORY

CAREFULLY READ EACH OF THE TASK STATEMENTS AND PLACE A CHECK MARK (✓) IN THE COLUMN LABELED CHECK FOR EACH TASK WHICH YOU PERFORM ON YOUR PRESENT JOB.

AFTER CHECKING ALL TASKS WHICH YOU PERFORM, THEN RATE ONLY THE TASK YOU HAVE CHECKED BY PLACING A NUMBER 1, 2, 3, 4, 5, 6, OR 7 IN THE COLUMN LABELED TIME SPENT WHICH MOST CLOSELY ESTIMATES THE AMOUNT OF TIME YOU SPEND IN PERFORMING THE TASK.

TIME SPENT MEANS THE TOTAL TIME YOU SPEND ON EACH TASK YOU ARE RATING, COMPARED WITH THE TIME YOU SPEND ON EACH OF THE OTHER TASKS YOU DO.

AT THE BOTTOM ON ANY PAGE, WRITE IN AND RATE ANY TASKS YOU DO WHICH ARE NOT LISTED.

EXAMPLE:

SECRETARIAL SCIENCE TASK INVENTORY	Page _____ of _____ Pages	
LISTED BELOW ARE A DUTY AND THE TASKS WHICH IT INCLUDES. CHECK ALL TASKS WHICH YOU PERFORM. ADD ANY TASKS YOU DO WHICH ARE NOT LISTED, THEN RATE THE TASKS YOU HAVE CHECKED.	CHECK	TIME SPENT
F. PERFORMING STENOGRAPHIC ACTIVITIES	✓ If Done	1. Very Much Below Average 2. Below Average 3. Slightly Below Average 4. About Average 5. Slightly Above Average 6. Above Average 7. Very Much Above Average
1. Compose correspondence	✓	6
2. Edit letters dictated by employer	✓	4
3. Operate dictaphone	✓	1
4. Operate dictating machine		
5. Operate shorthand machine	✓	7
6. Transcribe (type) from dictaphone	✓	2
7. Type minutes of reports of meetings	✓	5

SECRETARIAL SCIENCE TASK INVENTORY	Page 11 of 26 Pages	
LISTED BELOW ARE A DUTY AND THE TASKS WHICH IT INCLUDES. CHECK ALL TASKS WHICH YOU PERFORM. ADD ANY TASKS YOU DO WHICH ARE NOT LISTED, THEN RATE THE TASKS YOU HAVE CHECKED.	CHECK	TIME SPENT
F. PERFORMING STENOGRAPHIC ACTIVITIES	✓ If Done	1. Very Much Below Average 2. Below Average 3. Slightly Below Average 4. About Average 5. Slightly Above Average 6. Above Average 7. Very Much Above Average
1. Compose correspondence		
2. Edit letters dictated by employer		
3. Operate dictaphone		
4. Operate dictating machine		
5. Operate shorthand machine		
6. Transcribe (type) from dictaphone		
7. Take dictation at the typewriter (Type dictation as employer dictates)		
8. Take dictation over the telephone		
9. Transcribe (type) from shorthand machine tape (Stenograph)		
10. Transcribe (type) from shorthand outlines		
11. Type minutes of reports of meetings		
12. Write group proceedings and/or conferences in shorthand		
13. Write shorthand (any system)		
14. Write shorthand from more than one person (but only one at a time)		

APPENDIX C

Original Secretarial Science Task Inventory

APPENDIX C

ORIGINAL SECRETARIAL SCIENCE TASK INVENTORY

A. ORGANIZING AND PLANNING

1. Advise contractors on procedures, limitations, requirements and delivery schedules.
2. Arrange itineraries for speakers, salesmen and others.
3. Arrange for training aids, facilities, and equipment.
4. Arrange physical layout of office, pictures, furniture, draperies, etc.
5. Attend conferences, symposiums, or briefings.
6. Check committee membership lists (names, addresses, etc.).
7. Coordinate work activities with other employees or agencies.
8. Compile one report from numerous small ones.
9. Consult with attorney, tax-examiner, auditor, etc.
10. Counteract false reports which spread in an organization.
11. Decide charges on work done.
12. Decide on least expensive and/or most desirable way to communicate (telegram, long distance call, etc.).
13. Design and draft local business forms.
14. Determine eligibility of individuals for training.
15. Determine personnel requirements.
16. Determine requirements for equipment and supplies.
17. Develop and improve work methods and procedures.
18. Develop procedures maintenance and disposition of records.
19. Develop procedures for the maintenance of news files and reference libraries.
20. Draft budget estimates.
21. Draft and submit job description.
22. Draft policy recommendations for submission to higher authority.
23. Draft recommended changes to handbooks, manuals, publications and forms.
24. Establish operating procedures for suspense files.
25. Establish performance standards.
26. Establish procedures for the distribution of forms, reports and publications.
27. Establish procedures for the production and reproduction of forms, reports and publications.
28. Gather data for reports.
29. Help plan advertising campaigns.
30. Help organize office or company committees.
31. Interview and/or recommend applicants for employment.
32. Look up or check on financial ratings or customers and/or employees.
33. Maintain list of personnel authorized to submit purchase requests.
34. Make list of securities (for business).
35. Make preparations for meetings.
36. Open and read submitted bids.
37. Organize guided tours for visiting groups.
38. Plan and schedule work assignments and priorities.
39. Plan record keeping.
40. Plan work for one's self.
41. Prepare agenda for meetings.
42. Prepare and maintain personnel promotion folders.
43. Prepare bids (for contract).
44. Render policy decisions on questions asked by members of office force.
45. Renew newspaper and magazine subscriptions.
46. Revise the organizational structure of clerical employees.
47. Secure quotations from brokers.
48. Select and/or invite speakers.
49. Serve on boards, committees and councils.
50. Schedule appointments and conferences.
51. Schedule employee vacations.

A. ORGANIZING AND PLANNING (continued)

52. Schedule office machine inspections.
53. Schedule on-the-job training.
54. Secure government permits of various kinds (buildings, tax, etc.).

B. SUPERVISING AND IMPLEMENTING

1. Act as notary public.
2. Address a meeting of employees.
3. Apply for group insurance.
4. Approve requisitions made out by others.
5. Arrange for and maintain testing facilities.
6. Arrange for and/or cancel newspaper or magazine advertising.
7. Assign personnel to job positions.
8. Assign space for equipment and supplies.
9. Assign specific work to individuals.
10. Compile periodic reports.
11. Compose copy at the typewriter.
12. Compose legal papers.
13. Compose written directions to other office workers.
14. Conduct annual review of records.
15. Conduct conferences or briefings.
16. Conduct "Exit" interviews.
17. Conduct personnel meetings.
18. Conduct personnel utilization surveys.
19. Counsel and advise personnel on training programs.
20. Counsel personnel on promotion criteria and status.
21. Discharge employees.
22. Give dictation to other office workers.
23. Gather data to fill out questionnaires.
24. Get information from various departments needed for correspondence.
25. Handle service calls on equipment.
26. Hear complaints in office and over telephone.
27. Implement employer's directives.
28. Implement suggestion program.
29. Initiate requests for personnel replacements.
30. Interpret and apply test results to selection, classification and assignment of employees.
31. Investigate causes of trouble between employees.
32. Issue permits for various purposes.
33. Mail and/or forward personnel records.
34. Make arrangements for centralized department to duplicate materials.
35. Make arrangements for guests and/or visitors (hotel, entertainment, transportation, etc.).
36. Operate public-address system.
37. Order supplies of various kinds for the office (from suppliers or central supply department).
38. Oversee workmen (carpenters, electricians, etc.).
39. Prepare accident reports.
40. Prepare administrative orders.
41. Prepare articles and announcements.
42. Prepare drafts of correspondence, directives, or reports.
43. Prepare and review registers of transactions.
44. Prepare requests for quotations or proposals.
45. Prepare requisitions for supplies or equipment.
46. Prepare requisitions for special personnel requirements.
47. Prepare shipping instructions.
48. Process requests for substitutions or changes to purchase or delivery orders.

B. SUPERVISING AND IMPLEMENTING (continued)

49. Punctuate articles, manuscripts, etc.
50. Resolve technical problems for employees.
51. Reprimand employees.
52. Select individuals for specialized training.
53. Select equipment and supplies to be ordered.
54. Select or order furnishings for office.
55. Sell stocks upon request of employer.
56. Send out invitations.
57. Summarize articles, reports, lectures, etc.
58. Supervise business machine operators.
59. Supervise clerk typists.
60. Supervise employees in order to maintain work performance.
61. Supervise mail room personnel.
62. Supervise personnel testing program.
63. Supervise the preparation of contracts or purchase orders.
64. Supervise the maintenance and utilization of equipment and supplies.
65. Supervise the maintenance of files.
66. Supervise the maintenance of publications in stock.
67. Supervise the preparation and maintenance of records and reports.
68. Supervise the reproduction of printed material.
69. Supervise stenographers.
70. Write letters of condolence and congratulations.

C. COORDINATING AND PERFORMING PERSONAL ACTIVITIES FOR EMPLOYER

1. Acknowledge letters of condolence and congratulation.
2. Advise employer of illnesses, deaths, births, weddings, etc. of friends and/or associates.
3. Anticipate needs of employer as to records, papers, etc.
4. Arrange with bank for funds to be wired or cabled.
5. Assist in plans for entertaining.
6. Confer with employer on policy.
7. Coordinate with other personnel on various matters for employer.
8. Give checks to employer for signature.
9. Keep employer reminded of engagements, dates, things to do, etc.
10. Keep employer's photographs and biographical information for publicity.
11. Keep lists of employer's personal property up to date.
12. Keep list of credit card numbers.
13. Keep personal business diary for employer.
14. Keep on hand stock of employer's personal stationery, cards, etc.
15. Make arrangements for repairs on employer's personal property (car, etc.).
16. Make engagements and appointments for employer.
17. Make list of personal stocks, notes, collateral, etc., (employer's).
18. Make out household and/or personal checks for employer.
19. Make travel arrangements for employer.
20. Obtain credit cards for employer.
21. Obtain information and papers for foreign travel for employer.
22. Prepare day's schedule for employer.
23. Prepare itinerary or schedule for employer's trips.
24. Purchase and/or send out Christmas cards, Valentines, or birthday cards for employer.
25. Scan newspapers, magazines, trade journals, etc., for employer.
26. "Screen" visitors or people who want to see your employer.
27. Shop for employer.
28. Sign employer's mail (his signature).
29. Take care of employer's personal insurance (car, life, etc.).

D. INSPECTING AND EVALUATING

1. Arrange for disposal of wornout equipment.
2. Check accuracy of entries in personnel records.
3. Check tally sheets on various jobs.
4. Dispose of unneeded documents and/or records.
5. Edit and review correspondence and reports.
6. Evaluate adherence to work standards and schedules.
7. Evaluate employee's work.
8. Evaluate files, reports, or correspondence.
9. Evaluate training effectiveness.
10. Follow up released materials.
11. Inspect material received for completeness and/or damages.
12. Investigage references (personal or financial).
13. Prepare performance reports.
14. Prepare promotion reports.
15. Review records for compliance with labor laws.
16. Review training progress of employees.

E. TRAINING

1. Administer or proctor personnel tests.
2. Conduct on-the-job training of office personnel.
3. Demonstrate equipment and procedures.
4. Demonstrate how to locate technical information.
5. Hand score tests and record results.
6. Orient new employees.
7. Prepare audio-visual materials (transparencies, tape recordings, etc.).
8. Teach training class of employees.

F. PERFORMING STENOGRAPHIC ACTIVITIES

1. Compose correspondence.
2. Edit letters dictated by employer.
3. Operate dictaphone.
4. Operate dictating machine.
5. Operate shorthand machine.
6. Transcribe (type) from dictaphone.
7. Take dictation at the typewriter (type dictation as employer dictates).
8. Take dictation over the telephone.
9. Transcribe (type) from shorthand machine tape (Stenograph).
10. Transcribe (type) from shorthand outlines.
11. Type minutes of reports of meetings.
12. Write group proceedings and/or conferences in shorthand.
13. Write shorthand (any system).
14. Write shorthand from more than one person (but only one at a time).

G. PERFORMING BOOKKEEPING AND ACCOUNTING ACTIVITIES

1. Act as cashier or teller.
2. Administer imprest or petty cash funds.
3. Administer small purchases such as credit card charges and blanket purchase agreements.
4. Age the accounts receivable.
5. Approve bills of any kind.
6. Approve customers' checks, charge purchases, etc.

G. PERFORMING BOOKKEEPING AND ACCOUNTING ACTIVITIES (continued)

7. Approve monthly group insurance bills.
8. Arrange for insurance policies.
9. Ascertain availability for funds.
10. Calculate deductions (Income Tax, FICA, Insurance, etc.).
11. Check bills and/or invoices.
12. Check money orders and checks, as to amount, dates, signatures.
13. Check on supplies (for reordering purposes).
14. Close ledger accounts.
15. Control the safekeeping of monies, bonds, or sealed bids.
16. Compose business reports of any kind.
17. Compute amount and percent of markup or loss.
18. Compute depreciation.
19. Compute dividends.
20. Compute interest charges.
21. Compute payrolls for employees.
22. Compute property and/or income taxes.
23. Compute sales tax.
24. Compute trade and cash discount.
25. Convert figures to metric system.
26. Count money to verify cash register returns.
27. Deposit checks and/or cash in bank or cashier's office.
28. Endorse checks.
29. Establish depreciation schedules for equipment.
30. Figure insurance rates.
31. Figure discount and maturity dates.
32. Figure extensions.
33. Figure inventory (value).
34. Keep books and/or ledger for any purpose.
35. Keep books which supply data for income tax for company, trust, etc.
36. Keep cash account.
37. Keep daily attendance of employees.
38. Keep charts of sales records.
39. Keep petty cash account.
40. Keep record of territory assigned salesmen.
41. Keep records pertaining to employees belonging to union.
42. Keep records pertaining to FICA tax (Social Security).
43. Keep records pertaining to state and federal unemployment tax.
44. Keep records pertaining to income taxes.
45. Keep records pertaining to sales tax.
46. Keep records pertaining to State Industrial Insurance.
47. Keep records of bad debts.
48. Keep wage and sales comparison records.
49. Handle collection of outstanding debts (accounts receivable).
50. Interpret financial figures into a summary statement.
51. Maintain individual employee's earnings records.
52. Maintain payroll register (all employees listed).
53. Maintain price lists and make necessary changes.
54. Maintain stock of business forms.
55. Make arrangements for freight express.
56. Make "combined journal" entries.
57. Make contracts for supplies, services, etc.
58. Make decisions on discounts allowable.
59. Make entries directly to accounts if business does not use journals.
60. Make financial graphs.
61. Make lists of contents of office safe and/or safe deposit box and keep it up to date.

G. PERFORMING BOOKKEEPING AND ACCOUNTING ACTIVITIES (continued)

62. Make out monthly statements.
63. Manage reporting and record keeping procedures.
64. Make out withholding tax statements at the end of year (W-2 forms).
65. Operate check writer protector.
66. Operate classification boards.
67. Operate full-bank adding machine.
68. Process newly acquired books and technical reports.
69. Post data on daily sales sheets by department or employee.
70. Post (transfer) entries from journals to a ledger (group of accounts).
71. Prepare accounting data for transmittal to computer center.
72. Prepare a trial balance at end of month or fiscal period (prove equality in ledger).
73. Prepare balance sheet.
74. Prepare capital statement.
75. Prepare journal and/or ledger entries.
76. Prepare profit and loss statement (income statement).
77. Prepare post and/or closing trial balance.
78. Prepare purchase orders-invoice and/or vouchers and/or receipts.
79. Prepare salesmen's commission statements.
80. Prepare sales slips.
81. Prove cash daily.
82. Purchase postage.
83. Reconcile bank statement.
84. Record cash register tapes.
85. Record daily sales on unit control forms.
86. Record daily shipments.
87. Record inventory records on proper forms.
88. Record time card and/or time clock data on payroll forms.
89. Rule journals and/or ledger accounts.
90. Secure letters of credit from banks.
91. Secure quotations on supplies (from supplier).
92. Select or order typewriting supplies and equipment (erasers, ribbons, etc.).
93. Send out credit memos for goods returned.
94. Send out invoices for payment due.
95. Sign checks.
96. Systematize and record items deductible from income tax on business.
97. Type bank reconciliations.
98. Take care of bankbook.
99. Take care of checkbook and stubs.
100. Take inventory.
101. Total weekly or monthly sales.
102. Use check register.
103. Use ledger accounts with "balance" column (balance form).
104. Use voucher register.
105. Work with city and/or county tax statements.
106. Work with subsidiary ledger.
107. Write checks (for any purpose as a part of your job other than payroll).
108. Write checks for payroll.

H. PREPARING FORMS AND PUBLICATIONS

1. Compose news items or magazine articles (newspapers, trade publications, house organs, etc.).
2. Coordinate work with printer to achieve desired layout.
3. Edit manuscripts.
4. Hand draw or trace artwork or headlines on stencils.

H. PERPARING FORMS AND PUBLICATIONS (continued)

5. Operate illuminated drawing board (mimeoscope).
6. Prepare and/or revise pamphlets and catalogs.
7. Proofread copy.
8. Plan layout and makeup.
9. Prepare materials for printer or publisher.
10. Prepare signs, posters, or other graphic materials.
11. Receive and process requisitions for forms and publications.
12. Use proofreading symbols.

I. PERFORMING RECEPTIONIST ACTIVITIES

1. Act as a guide to visitors.
2. Act as hostess at company-sponsored teas, coffee hours, parties, etc.
3. Answer telephone.
4. Assist with publicity for charity and other drives.
5. Collect money from office employees for various purposes.
6. Direct people to proper office or department.
7. Follow up on written notices for meetings by telephone.
8. Give news information to reporters.
9. Greet callers and/or visitors.
10. Handle cranks, beggars, and other undesirables.
11. Maintain record of long distance calls.
12. Make introductions.
13. Operate intercom.
14. Place telephone calls.
15. Place telephone memoranda, messages, etc., where employer will see them.
16. Relay or refer telephone calls to another department.
17. Send and/or receive telegrams and/or cablegrams.
18. Screen employer's calls.
19. Use directories.

J. PERFORMING CLERICAL ACTIVITIES

1. Address letters and packages.
2. Arrange papers or articles on your own and/or your employer's desk.
3. Assemble and staple duplicate materials.
4. Attach pertinent correspondence to incoming mail for employer to refresh his memory.
5. Carry out written or oral instructions given by employer.
6. Change dates on rubber stamps, time stamp machine, and/or calendar daily.
7. Clean and oil office equipment other than typewriter.
8. Clean typewriter.
9. Clean and/or tidy own and employers area.
10. Compare copy for legibility and neatness.
11. Compile, and/or chart data.
12. Fold and insert letters in envelopes.
13. Have legal papers recorded.
14. Help with decorations at meetings or conventions.
15. Keep calendar marked with appointments for employer at his desk.
16. Keep desks equipped with office supplies.
17. Make folders and folder titles for files (labels).
18. Make corrections on original and carbon copies.
19. Make notes on incoming mail which employer should see.
20. Operate addressograph.
21. Operate automatic typewriter (such as autotypist, robotype, IBM magnetic tape machine).

J. PERFORMING CLERICAL ACTIVITIES (continued)

22. Operate calculator.
23. Operate copying machine (such as Xerox, Thermofax, ozalid).
24. Operate key-driven machine (such as comptometer).
25. Operate key punch machine.
26. Operate microfilm reader.
27. Operate microfilm recorder.
28. Operate microfilm reproducer.
29. Operate numbering machines.
30. Operate offset duplicator (e.g. multilith).
31. Operate paper cutter.
32. Operate paper punch.
33. Operate spirit duplicator (e.g. ditto).
34. Operate stencil duplicator (e.g. mimeograph).
35. Operate switchboard (PBX).
36. Operate 10-key adding machine.
37. Operate 10-key printing calculator.
38. Operate tape recorder.
39. Operate teletype.
40. Operate typewriter.
41. Operate vari-type machine.
42. Post notices.
43. Prepare code sheets for converting personnel data to punch cards.
44. Prepare delivery orders.
45. Prepare forms and correspondence.
46. Prepare or obtain coffee or refreshments for employer or his guests.
47. Prepare travel vouchers.
48. Proofread typewritten copy.
49. Run errands.
50. Seal envelopes (manually).
51. Type addresses on envelopes and/or cards.
52. Type and correct offset masters (mats or multilith).
53. Type and correct spirit masters.
54. Type and correct stencils (mimeograph process).
55. Type and/or rule tabular material (tables, columns, rows of figures).
56. Type business letters.
57. Type carbon copies.
58. Type cards (index cards, file cards, "address finder" cards, etc.).
59. Type copy where all lines end on the right margin (justifying).
60. Type display or decorative type copy.
61. Type fill-ins on duplicated letters or bulletins (form letters, etc.).
62. Type final copy from rough-draft copy.
63. Type information on continuous roll tape (gummed back or self-sealing back).
64. Type in outline form.
65. Type insurance policies and/or forms.
66. Type labels individually.
67. Type legal acknowledgements.
68. Type legal affidavits.
69. Type legal agreements.
70. Type legal leases.
71. Type legal sales contracts.
72. Type manuscripts and/or reports.
73. Type memorandums.
74. Type powers of attorney.
75. Type on printed forms.
76. Type real estate papers.

J. PERFORMING CLERICAL ACTIVITIES (continued)

77. Use simple business math.
78. Use microfilming equipment.
79. Use reference books or manuals.
80. Verify and update information on punch cards and machine listing.
81. Verify entries on purchase requests.

K. MAINTAINING FILES AND LIBRARY

1. Assist users in the selection and location of library reference material.
2. Charge and discharge library books and/or materials from files to employees.
3. Clip and collect magazine articles, or newspapers of interest.
4. Control and manage filing system.
5. Establish and/or maintain a reference library.
6. Establish and/or maintain cross reference listings.
7. Establish and/or maintain files.
8. Establish and/or maintain index of forms and publications.
9. Establish and/or maintain inventory of forms and publications.
10. Establish operating procedures for reference libraries.
11. File materials.
12. Extract information from files.
13. Handle classified or confidential files.
14. Keep card indexes of various kinds.
15. Maintain library card catalog.
16. Merge and/or revise files.
17. Preserve historical records.
18. Process and file correspondence.
19. Revise stock list.
20. Search for lost materials in files.
21. Secure information from library.
22. Sort materials for filing.
23. Submit receiving reports for new library books.
24. Shelve library books.
25. Transfer records to inactive files.
26. Use library card indexes.
27. Use motorized filing equipment.
28. Use magnetic filing equipment.

L. PERFORMING MAIL ROOM ACTIVITIES

1. Assemble information kits.
2. Calculate postal rates.
3. Deliver messages.
4. Distribute supplies, forms and publications..
5. Distribute incoming and outgoing mail.
6. Distribute promotional material for events such as charity drives.
7. Forward mail.
8. Hand carry items, such as purchase orders or contracts, to the vendor.
9. Have mail insured, registered or certified.
10. Log incoming mail (in regular book).
11. Mark, attach, or enclose materials for outgoing mail.
12. Make up, check and distribute mailing list.
13. Maintain current routing guide and/or distribution lists.
14. Maintain incoming and outgoing correspondence register.
15. Open and/or read mail.

L. PERFORMING MAIL ROOM ACTIVITIES (continued)

16. Obtain mailing material from post office such as certified & registered mail stickers, rate sheets, etc.
17. Operate automatic letter opener.
18. Operate and keep postage meter record.
19. Operate mailing sealer.
20. Pick up mail.
21. Process incoming mail for routing.
22. Process outgoing mail.
23. Recall mail from post office.
24. Receive, time stamp and route messages.
25. Sign for registered mail.
26. Sort mail (for different persons).
27. Stamp envelopes (manually).
28. Stamp incoming mail as to date.
29. Stuff, bundle, sort, and/or label outgoing bulk mail.
30. Take mail to mail room or mail box.
31. Take mail to post office.
32. Trace mail.
33. Use franking-permit privileges (right to send free mail).
34. Use U.S. Zip code directory.
35. Use U.S. Postal manual for postage rates and types of mail.
36. Weigh items.
37. Wrap and tie packages.

APPENDIX D

General Secretary Task Job Description

APPENDIX D

TASK JOB DESCRIPTION FOR GENERAL SECRETARY (N = 23)

Ranked by ..... PERCENT OF MEMBERS PERFORMING

AVERAGE PERCENT TIME SPENT BY MEMBERS PERFORMING

AVERAGE PERCENT TIME SPENT BY ALL MEMBERS

CUMULATIVE SUM OF AVERAGE PERCENT TIME SPENT BY ALL MEMBERS

D-TSK		TASK TITLE				
I	3	Answer telephone	100.00	1.54	1.54	1.54
F	1	Compose correspondence	95.65	1.14	1.09	2.63
K	11	File materials	95.65	1.27	1.21	3.84
J	51	Type addresses on envelopes and/or cards	95.65	1.37	1.31	5.15
J	40	Operate typewriter	95.65	1.77	1.69	6.84
J	17	Make folders and folder titles for files (labels)	95.65	1.08	1.03	7.87
J	5	Carry out written or oral instructions given by employer	95.65	1.54	1.47	9.35
J	1	Address letters and packages	95.65	1.33	1.28	10.62
I	15	Place telephone memoranda, messages, etc., where employer will see them	95.65	1.35	1.29	11.92
J	12	Fold and insert letters in envelopes	91.30	1.25	1.14	13.06
J	3	Assemble and staple duplicated materials	86.96	1.40	1.22	14.28
J	56	Type business letters	86.96	1.47	1.28	15.56
J	57	Type carbon copies	82.61	1.49	1.23	16.79
J	6	Change dates on rubber stamps, time stamp machine, and/or calendar daily	82.61	1.05	0.87	17.65
J	4	Attach pertinent correspondence to incoming mail for employer to refresh his memory	82.61	1.11	0.92	18.57
J	18	Make corrections on original and carbon copies	82.61	1.16	0.96	19.52
J	23	Operate copying machine (such as Xerox, Thermofax, ozalid)	82.61	1.38	1.14	20.67
C	28	Sign employer's mail (his signature)	82.61	0.78	0.65	21.31
F	2	Edit letters dictated by employer	78.26	1.02	0.80	22.11
F	11	Type minutes of reports of meetings	78.26	1.10	0.86	22.98
C	9	Keep employer reminded of engagements, dates, things to do, etc.	78.26	1.20	0.94	23.91
F	13	Write shorthand (any system)	78.26	1.17	0.91	24.83
J	10	Compare copy for legibility and neatness	78.26	0.93	0.73	25.56
J	9	Clean and/or tidy own and employer's area	78.26	0.99	0.77	26.33
J	2	Arrange papers or articles on your own and/or your employer's desk	78.26	1.16	0.91	27.24
I	14	Place telephone calls	78.26	1.10	0.86	28.10
J	46	Prepare or obtain coffee or refreshments for employer or his guests	78.26	0.95	0.74	28.84
K	18	Process and file correspondence	78.26	1.15	0.90	29.74
J	66	Type labels individually	73.91	1.09	0.81	30.55
J	62	Type final copy from rough-draft copy	73.91	1.03	0.76	31.31
K	22	Sort materials for filing	73.91	1.09	0.80	32.12
J	45	Prepare forms and correspondence	73.91	1.24	0.91	33.03
J	49	Run errands	73.91	0.77	0.57	33.60
J	48	Proofread typewritten copy	73.91	1.26	0.93	34.53
I	16	Relay or refer telephone calls to another department	73.91	0.95	0.71	35.24
J	8	Clean typewriter	73.91	0.75	0.56	35.80
F	10	Transcribe (type) from shorthand outlines	73.91	1.17	0.86	36.66
I	9	Greet callers and/or visitors	69.57	0.93	0.65	37.31
K	20	Search for lost materials in files	69.57	0.63	0.44	37.75
J	58	Type cards (index cards, file cards, "address finder" cards, etc.)	69.57	0.92	0.64	38.39
K	12	Extract information from files	69.57	1.02	0.71	39.10
J	73	Type memorandums	69.57	1.10	0.77	39.87
L	15	Open and/or read mail	69.57	1.18	0.82	40.69
A	40	Plan work for one's self	69.57	1.02	0.71	41.40

CUMULATIVE SUM OF AVERAGE PERCENT TIME SPENT BY ALL MEMBERS
AVERAGE PERCENT TIME SPENT BY ALL MEMBERS
AVERAGE PERCENT TIME SPENT BY MEMBERS PERFORMING
Ranked by .....PERCENT OF MEMBERS PERFORMING

D-TSK		TASK TITLE				
K	4	Control and manage filing system	65.22	1.03	0.67	42.07
L	5	Distribute incoming and outgoing mail	65.22	0.81	0.53	42.60
I	17	Send and/or receive telegrams and/or cablegrams	65.22	0.64	0.42	43.02
I	19	Use directories	65.22	0.91	0.59	43.61
J	16	Keep desks equipped with office supplies	65.22	0.97	0.63	44.24
J	19	Make notes on incoming mail which employer should see	60.87	1.04	0.63	44.88
K	13	Handle classified or confidential files	60.87	0.70	0.43	45.30
L	34	Use U.S. Zip code directory	60.87	0.73	0.44	45.74
L	30	Take mail to mail room or mail box	60.87	0.78	0.47	46.22
D	4	Dispose of unneeded documents and/or records	60.87	0.77	0.47	46.68
F	14	Write shorthand from more than one person (but only one at a time)	60.87	1.10	0.67	47.35
C	2	Advise employer of illnesses, deaths, births, weddings, etc. of friends and/or associates	56.52	0.73	0.41	47.77
K	7	Establish and/or maintain files	56.52	1.14	0.64	48.41
J	64	Type in outline form	56.52	0.60	0.34	48.75
J	15	Keep calendar marked with appointments for employer at his desk	56.52	0.95	0.53	49.28
I	18	Screen employer's calls	56.52	0.93	0.52	49.81
J	50	Seal envelopes (manually)	56.52	0.86	0.48	50.29
J	22	Operate calculator	52.17	1.19	0.62	50.91
J	55	Type and/or rule tabular material (tables, columns, rows of figures)	52.17	0.81	0.42	51.33
J	75	Type on printed forms	52.17	0.97	0.51	51.84
J	79	Use reference books or manuals	52.17	0.84	0.44	52.28
J	77	Use simple business math	52.17	0.90	0.47	52.75
L	11	Mark, attach, or enclose materials for outgoing mail	52.17	0.78	0.41	53.16
L	7	Forward mail	52.17	0.44	0.23	53.39
C	3	Anticipate needs of employer as to records, papers, etc.	52.17	0.93	0.49	53.87
C	16	Make engagements and appointments for employer	52.17	0.79	0.41	54.29
C	19	Make travel arrangements for employer	52.17	0.80	0.42	54.70
F	8	Take dictation over the telephone	52.17	0.69	0.36	55.07
I	6	Direct people to proper office or department	52.17	0.85	0.44	55.51
H	7	Proofread copy	52.17	1.07	0.56	56.07
B	37	Order supplies of various kinds for the office (from suppliers or central supply department)	52.17	1.01	0.53	56.59
B	25	Handle service calls on equipment	52.17	0.96	0.50	57.09
B	24	Get information from various departments needed for correspondence	52.17	0.90	0.47	57.57
B	11	Compose copy at the typewriter	52.17	0.68	0.35	57.92
A	16	Determine requirements for equipment and supplies	52.17	0.88	0.46	58.38
A	8	Compile one report from numerous small ones	47.83	0.86	0.41	58.79
B	35	Make arrangements for guests and/or visitors (hotel, entertainment, transportation, etc.)	47.83	0.71	0.34	59.13
B	45	Prepare requisitions for supplies or equipment	47.83	0.93	0.44	59.57
B	42	Prepare drafts of correspondence, directives, or reports	47.83	0.81	0.39	59.96
F	7	Take dictation at the typewriter (type dictation as employer dictates)	47.83	0.46	0.22	60.18
C	14	Keep on hand stock of employer's personal stationery, cards, etc.	47.83	1.16	0.55	60.73
D	5	Edit and review correspondence and reports	47.83	1.05	0.50	61.24
L	21	Process incoming mail for routing	47.83	1.09	0.52	61.76
L	28	Stamp incoming mail as to date	47.83	0.61	0.29	62.05
K	16	Merge and/or revise files	47.83	0.74	0.35	62.40
J	32	Operate paper punch	47.83	0.56	0.27	62.67
J	36	Operate 10-key adding machine	47.83	0.72	0.35	63.01

CUMULATIVE SUM OF AVERAGE PERCENT TIME SPENT BY ALL MEMBERS
AVERAGE PERCENT TIME SPENT BY ALL MEMBERS
AVERAGE PERCENT TIME SPENT BY MEMBERS PERFORMING
Ranked by .....PERCENT OF MEMBERS PERFORMING

D-TSK		TASK TITLE				
I	12	Make introductions	47.83	0.67	0.32	63.34
J	11	Compile, and/or chart data	47.83	0.87	0.42	63.75
L	9	Have mail insured, registered or certified	43.48	0.46	0.20	63.96
F	6	Transcribe (type) from dictaphone	43.48	1.12	0.49	64.44
C	26	"Screen" visitors or people who want to see your employer	43.48	0.88	0.38	64.82
I	5	Collect money from office employees for various purposes	43.48	0.76	0.33	65.16
A	28	Gather data for reports	43.48	0.73	0.32	65.48
A	35	Make preparations for meetings	43.48	0.99	0.43	65.90
A	39	Plan record keeping	39.13	0.85	0.33	66.24
A	17	Develop and improve work methods and procedures	39.13	0.75	0.30	66.53
A	12	Decide on least expensive and/or most desirable way to communicate (telegram, long distance call, etc.)	39.13	0.52	0.20	66.73
G	78	Prepare purchase orders-invoices and/or vouchers and/or receipts	39.13	1.08	0.42	67.16
C	7	Coordinate with other personnel on various matters for employer	39.13	0.88	0.35	67.50
B	49	Punctuate articles, manuscripts, etc.	39.13	1.23	0.48	67.98
B	10	Compile periodic reports	39.13	0.60	0.23	68.22
G	13	Check on supplies (for reordering purposes)	39.13	0.82	0.32	68.53
G	11	Check bills and/or invoices	39.13	1.27	0.50	69.03
L	22	Process outgoing mail	39.13	1.14	0.45	69.48
L	27	Stamp envelopes (manually)	39.13	0.77	0.30	69.78
L	37	Wrap and tie packages	39.13	0.58	0.23	70.01
L	36	Weigh items	39.13	0.49	0.19	70.20
L	26	Sort mail (for different persons)	39.13	1.17	0.46	70.65
L	25	Sign for registered mail	39.13	0.45	0.18	70.83
K	14	Keep card indexes of various kinds	39.13	0.84	0.33	71.16
K	3	Clip and collect magazine articles, or newspapers of interest	39.13	0.57	0.22	71.38
L	3	Deliver messages	39.13	0.90	0.35	71.73
L	40	Distribute supplies, forms and publications	34.78	0.65	0.23	71.96
L	2	Calculate postal rates	34.78	0.80	0.28	72.24
J	72	Type manuscripts and/or reports	34.78	1.26	0.44	72.68
I	30	Operate intercom	34.78	0.70	0.24	72.92
I	7	Follow up on written notices for meetings by telephone	34.78	0.78	0.27	73.19
G	37	Keep daily attendance of employees	34.78	0.75	0.26	73.45
B	47	Prepare shipping instructions	34.78	1.35	0.47	73.92
B	53	Select equipment and supplies to be ordered	34.78	0.79	0.27	74.19
B	65	Supervise the maintenance of files	34.78	0.93	0.32	74.52
C	23	Prepare itinerary or schedule for employer's trips	34.78	0.69	0.24	74.76
A	18	Develop precedures maintenance and disposition of records	34.78	0.60	0.21	74.97
A	45	Renew newspaper and magazine subscriptions	34.78	0.71	0.25	75.21
A	6	Check committee membership lists (names, addresses, etc.)	30.43	0.79	0.24	75.45
A	52	Schedule office machine inspections	30.43	0.52	0.16	75.61
A	50	Schedule appointments and conferences	30.43	1.13	0.34	75.96
C	25	Scan newspapers, magazines, trade journals, etc., for employer	30.43	0.81	0.25	76.20
C	5	Assist in plans for entertaining, receptions, dinners, etc.	30.43	0.56	0.17	76.37
B	8	Evaluate files, reports, or correspondence	30.43	0.99	0.30	76.67
D	11	Inspect material received for completeness and/or damages	30.43	0.71	0.22	76.89
C	1	Acknowledge letters of condolence and congratulation	30.43	0.50	0.15	77.04
B	56	Send out invitations	30.43	0.78	0.24	77.28
B	34	Make arrangements for centralized department to duplicate materials	30.43	0.82	0.25	77.52
B	27	Implement employer's directives	30.43	0.75	0.23	77.75
G	32	Figure extensions	30.43	1.41	0.43	78.18

CUMULATIVE SUM OF AVERAGE PERCENT TIME SPENT BY ALL MEMBERS
AVERAGE PERCENT TIME SPENT BY ALL MEMBERS
AVERAGE PERCENT TIME SPENT BY MEMBERS PERFORMING
Ranked by . . . . . PERCENT OF MEMBERS PERFORMING

D-TSK		TASK TITLE				
I	1	Act as a guide to visitors	30.43	0.51	0.15	78.34
H	12	Use proofreading symbols	30.43	0.56	0.17	78.50
H	3	Edit manuscripts	30.43	0.68	0.21	78.71
G	9	Select or order typewriting supplies and equipment (erasers, ribbons, etc.)	30.43	0.70	0.21	78.93
J	37	Operate 10-key printing calculator	30.43	1.43	0.44	79.36
J	47	Prepare travel vouchers	30.43	0.80	0.24	79.60
J	42	Post notices	30.43	0.48	0.15	79.75
J	61	Type fill-ins on duplicated letters or bulletins (form letters, etc.)	30.43	0.70	0.21	79.96
J	52	Type and correct offset masters (mats or multilith)	26.09	0.57	0.15	80.11
K	25	Transfer records to inactive files	26.09	0.72	0.19	80.30
I	10	Handle cranks, beggars, and other undesirables	26.09	0.57	0.15	80.45
I	11	Maintain record of long distance calls	26.09	1.09	0.28	80.73
L	24	Receive, time stamp and route messages	26.09	0.74	0.19	80.93
H	9	Prepare material for printer or publisher	26.09	0.81	0.21	81.14
H	2	Coordinate work with printer to achieve desired layout	26.09	0.51	0.13	81.27
G	16	Compose business reports of any kind	26.09	0.80	0.21	81.48
B	70	Write letters of condolence and congratulations	26.09	0.54	0.14	81.62
B	23	Gather data to fill out questionnaires	26.09	0.47	0.12	81.74
D	10	Follow up released materials	26.09	0.85	0.22	81.96
C	6	Confer with employer on policy	26.09	0.84	0.22	82.18
C	24	Purchase and/or send out Christmas cards, Valentines, or birthday cards for employer	26.09	0.90	0.23	82.41
C	27	Shop for employer	26.09	0.44	0.11	82.53
A	5	Attend conferences, symposiums, or briefings	26.09	0.55	0.14	82.67
A	41	Prepare agenda for meetings	26.09	1.17	0.31	82.98
A	27	Establish procedures for the production and reproduction of forms, reports and publications	26.09	0.53	0.14	83.11
A	24	Establish operating procedures for suspense files	21.74	0.64	0.14	83.25
A	4	Arrange physical layout of office, pictures, furniture, draperies, etc.	21.74	0.53	0.11	83.37
A	2	Arrange itineraries for speakers, salesmen and others	21.74	0.60	0.13	83.50
A	7	Coordinate work activities with other employees or agencies	21.74	0.83	0.18	83.68
C	8	Give checks to employer for signature	21.74	1.10	0.24	83.92
C	13	Keep personal business diary for employer	21.74	1.27	0.28	84.19
C	10	Keep employer's photographs and biographical information for publicity	21.74	0.83	0.18	84.37
E	3	Demonstrate equipment and procedures	21.74	0.45	0.10	84.47
F	30	Operate dictaphone	21.74	1.31	0.28	84.76
B	26	Hear complaints in office and over telephone	21.74	0.70	0.15	84.91
B	54	Select or order furnishings for office	21.74	0.55	0.12	85.03
B	44	Prepare requests for quotations or proposals	21.74	0.87	0.19	85.22
G	23	Compute sales tax	21.74	1.56	0.34	85.56
G	34	Keep books and/or ledger for any purpose	21.74	1.08	0.23	85.79
G	12	Check money orders and checks, as to amount, dates, signatures	21.74	0.97	0.21	86.00
G	5	Approve bills of any kind	21.74	1.43	0.31	86.31
I	2	Act as hostess at company-sponsored teas, coffee hours, parties, etc.	21.74	0.89	0.19	86.51
G	82	Purchase postage	21.74	0.75	0.16	86.67
L	12	Make up, check and distribute mailing list	21.74	0.61	0.13	86.80
J	21	Operate automatic typewriter (such as autotypist, robotype, IBM magnetic tape machine)	21.74	1.04	0.23	87.03
J	31	Operate paper cutter	21.74	0.43	0.09	87.12
J	54	Type and correct stencils (mimeograph process)	21.74	1.21	0.26	87.39

APPENDIX E

Executive Secretary Task Job Description

APPENDIX E

TASK JOB DESCRIPTION FOR EXECUTIVE SECRETARY (N=48)

Ranked by	D-TSK		TASK TITLE	PERCENT OF MEMBERS PERFORMING	AVERAGE PERCENT TIME SPENT BY MEMBERS PERFORMING	AVERAGE PERCENT TIME SPENT BY ALL MEMBERS	CUMULATIVE SUM OF AVERAGE PERCENT TIME SPENT BY ALL MEMBERS
1	J	5	Carry out written or oral instructions given by employer	100.00	0.98	0.98	0.98
2	J	4	Attach pertinent correspondence to incoming mail for employer to refresh his memory	100.00	0.82	0.82	1.80
3	I	14	Place telephone calls	100.00	0.84	0.84	2.65
4	I	15	Place telephone memoranda, messages, etc., where employer will see them	97.92	0.95	0.93	3.57
5	J	12	Fold and insert letters in envelopes	97.92	0.68	0.66	4.24
6	A	40	Plan work for one's self	97.92	0.99	0.96	5.20
7	F	1	Compose correspondence	97.92	0.80	0.78	5.99
8	C	9	Keep employer reminded of engagements, dates, things to do, etc.	95.83	0.88	0.84	6.83
9	J	16	Keep desks equipped with office supplies	95.83	0.72	0.69	7.52
10	J	2	Arrange papers or articles on your own and/or your employer's desk	95.83	0.81	0.78	8.30
11	I	18	Screen employer's calls	93.75	0.78	0.73	9.03
12	I	16	Relay or refer telephone calls to another department	93.75	0.73	0.68	9.72
13	I	9	Greet callers and/or visitors	93.75	0.75	0.71	10.42
14	J	19	Make notes on incoming mail which employer should see	93.75	0.73	0.68	11.10
15	J	17	Make folders and folder titles for files (labels)	93.75	0.72	0.67	11.77
16	J	48	Proofread typewritten copy	93.75	0.78	0.73	12.51
17	J	23	Operate copying machine (such as Xerox, Thermofax, ozalid)	93.75	0.73	0.68	13.19
18	L	15	Open and/or read mail	93.75	0.87	0.81	14.00
19	K	11	File materials	93.75	0.74	0.69	14.69
20	J	56	Type business letters	93.75	0.88	0.82	15.52
21	F	2	Edit letters dictated by employer	93.75	0.84	0.79	16.31
22	I	3	Answer telephone	93.75	1.00	0.94	17.25
23	C	26	"Screen" visitors or people who want to see your employer	91.67	0.68	0.63	17.87
24	C	19	Make travel arrangements for employer	91.67	0.86	0.79	18.66
25	F	13	Write shorthand (any system)	91.67	0.83	0.76	19.42
26	J	62	Type final copy from rough-draft copy	91.67	0.66	0.60	20.02
27	J	18	Make corrections on original and carbon copies	91.67	0.68	0.62	20.64
28	J	9	Clean and/or tidy own and employer's area	91.67	0.69	0.63	21.27
29	J	51	Type addresses on envelopes and/or cards	89.58	0.61	0.55	21.82
30	J	1	Address letters and packages	89.58	0.76	0.68	22.50
31	C	28	Sign employer's mail (his signature)	89.58	0.63	0.56	23.06
32	F	10	Transcribe (type) from shorthand outlines	89.58	0.84	0.75	23.81
33	C	16	Make engagements and appointments for employer	87.50	0.74	0.65	24.47
34	C	2	Advise employer of illnesses, deaths, births, weddings, etc. of friends and/or associates	87.50	0.70	0.61	25.08
35	I	12	Make introductions	87.50	0.58	0.51	25.58
36	J	40	Operate typewriter	87.50	0.98	0.86	26.44
37	K	18	Process and file correspondence	87.50	0.71	0.62	27.06
38	J	73	Type memorandums	87.50	0.72	0.63	27.69
39	I	19	Use directories	85.42	0.74	0.63	28.32
40	J	15	Keep calendar marked with appointments for employer at his desk	85.42	0.86	0.74	29.05
41	C	3	Anticipate needs of employer as to records, papers, etc.	85.42	0.82	0.70	29.75
42	F	8	Take dictation over the telephone	85.42	0.46	0.39	30.15
43	A	35	Make preparations for meetings	85.42	0.74	0.63	30.77

			CUMULATIVE SUM OF AVERAGE PERCENT TIME SPENT BY ALL MEMBERS	AVERAGE PERCENT TIME SPENT BY ALL MEMBERS	AVERAGE PERCENT TIME SPENT BY MEMBERS PERFORMING	PERCENT OF MEMBERS PERFORMING
Ranked by						
D-TSK		TASK TITLE				
A	50	Schedule appointments and conferences	83.33	0.83	0.69	31.47
I	6	Direct people to proper office or department	83.33	0.58	0.49	31.95
J	6	Change dates on rubber stamps, time stamp machine, and/or calendar daily	83.33	0.70	0.58	32.53
J	3	Assemble and staple duplicated materials	83.33	0.66	0.55	33.08
J	46	Prepare or obtain coffee or refreshments for employer or his guests	83.33	0.77	0.64	33.73
J	45	Prepare forms and correspondence	83.33	0.76	0.64	34.37
J	77	Use simple business math	83.33	0.67	0.56	34.93
J	57	Type carbon copies	83.33	0.82	0.69	35.61
K	13	Handle classified or confidential files	81.25	0.71	0.58	36.19
K	12	Extract information from files	81.25	0.68	0.55	36.74
J	49	Run errands	81.25	0.62	0.51	37.25
L	11	Mark, attach, or enclose materials for outgoing mail	81.25	0.58	0.47	37.72
C	23	Prepare itinerary or schedule for employer's trips	81.25	0.76	0.62	38.34
B	24	Get information from various departments needed for correspondence	81.25	0.66	0.53	38.87
A	28	Gather data for reports	81.25	0.71	0.58	39.45
L	34	Use U. S. Zip code directory	79.17	0.52	0.41	39.86
I	17	Send and/or receive telegrams and/or cablegrams	79.17	0.55	0.44	40.30
J	58	Type cards (index cards, file cards, "address finder" cards, etc.)	79.17	0.55	0.43	40.73
K	22	Sort materials for filing	79.17	0.57	0.45	41.18
J	79	Use reference books or manuals	77.08	0.54	0.42	41.60
J	32	Operate paper punch	77.08	0.51	0.39	41.99
B	35	Make arrangements for guests and/or visitors (hotel, entertainment, transportation, etc.)	77.08	0.69	0.53	42.52
D	4	Dispose of unneeded documents and/or records	77.08	0.54	0.42	42.94
J	50	Seal envelopes (manually)	75.00	0.57	0.43	43.37
J	8	Clean typewriter	75.00	0.53	0.40	43.77
L	7	Forward mail	75.00	0.48	0.36	44.12
J	10	Compare copy for legibility and neatness	72.92	0.70	0.51	44.64
J	75	Type on printed forms	72.92	0.51	0.37	45.01
K	7	Establish and/or maintain files	72.92	0.76	0.55	45.57
F	11	Type minutes of reports of meetings	72.92	0.63	0.46	46.03
D	5	Edit and review correspondence and reports	70.83	0.63	0.45	46.47
B	27	Implement employer's directives	70.83	0.70	0.49	46.97
B	42	Prepare drafts of correspondence, directives, or reports	70.83	0.75	0.53	47.49
K	16	Merge and/or revise files	70.83	0.60	0.42	47.92
I	7	Follow up on written notices for meetings by telephone	70.83	0.60	0.42	48.34
B	70	Write letters of condolence and congratulations	68.75	0.54	0.37	48.71
C	5	Assist in plans for entertaining, receptions, dinners, etc.	68.75	0.58	0.40	49.11
C	6	Confer with employer on policy	68.75	0.65	0.45	49.56
F	14	Write shorthand from more than one person (but only one at a time)	68.75	0.70	0.48	50.04
B	37	Order supplies of various kinds for the office (from suppliers or central supply department)	66.67	0.71	0.47	50.52
K	20	Search for lost materials in files	66.67	0.45	0.30	50.82
A	16	Determine requirements for equipment and supplies	66.67	0.63	0.42	51.24
A	17	Develop and improve work methods and procedures	64.58	0.65	0.42	51.66
J	47	Prepare travel vouchers	64.58	0.74	0.48	52.13
J	36	Operate 10-key adding machine	64.58	0.61	0.40	52.53
J	22	Operate calculator	64.58	0.44	0.28	52.81
L	9	Have mail insured, registered or certified	64.58	0.41	0.27	53.08

CUMULATIVE SUM OF AVERAGE PERCENT TIME SPENT BY ALL MEMBERS
AVERAGE PERCENT TIME SPENT BY ALL MEMBERS
AVERAGE PERCENT TIME SPENT BY MEMBERS PERFORMING
Ranked by .....PERCENT OF MEMBERS PERFORMING

D-TSK		TASK TITLE				
C	1	Acknowledge letters of condolence and congratulation	64.58	0.55	0.36	53.44
C	7	Coordinate with other personnel on various matters for employer	64.58	0.71	0.46	53.90
C	14	Keep on hand stock of employer's personal stationery, cards, etc.	64.58	0.61	0.39	54.29
C	10	Keep employer's photographs and biographical information for publicity	64.58	0.68	0.44	54.73
B	45	Prepare requisitions for supplies or equipment	62.50	0.62	0.39	55.11
B	11	Compose copy at the typewriter	62.50	0.69	0.43	55.55
K	4	Control and manage filing system	62.50	0.73	0.46	56.00
J	66	Type labels individually	62.50	0.46	0.29	56.29
J	55	Type and/or rule tabular material (tables, columns, rows of figures)	60.42	0.51	0.31	56.60
I	13	Operate intercom	60.42	0.71	0.43	57.03
B	26	Hear complaints in office and over telephone	60.42	0.64	0.39	57.41
F	7	Take dictation at the typewriter (type dictation as employer dictates)	60.42	0.38	0.23	57.64
F	6	Transcribe (type) from dictaphone	60.42	0.56	0.34	57.98
C	24	Purchase and/or send out Christmas cards, Valentines, or birthday cards for employer	60.42	0.59	0.36	58.34
G	13	Check on supplies (for reordering purposes)	60.42	0.53	0.32	58.66
H	7	Proofread copy	60.42	0.56	0.34	59.00
G	92	Select or order typewriting supplies and equipment (erasers, ribbons, etc.)	60.42	0.52	0.31	59.31
A	41	Prepare agenda for meetings	60.42	0.67	0.41	59.71
A	45	Renew newspaper and magazine subscriptions	60.42	0.55	0.33	60.05
A	8	Compile one report from numerous small ones	60.42	0.63	0.38	60.43
C	27	Shop for employer	58.33	0.42	0.24	60.67
C	20	Obtain credit cards for employer	58.33	0.55	0.32	60.99
B	10	Compile periodic reports	58.33	0.62	0.36	61.35
B	54	Select or order furnishings for office	58.33	0.47	0.28	61.63
J	31	Operate paper cutter	58.33	0.41	0.24	61.87
L	5	Distribute incoming and outgoing mail	58.33	0.64	0.37	62.24
J	64	Type in outline form	56.25	0.53	0.30	62.54
J	72	Type manuscripts and/or reports	56.25	0.59	0.33	62.88
L	30	Take mail to mail room or mail box	56.25	0.45	0.25	63.13
L	26	Sort mail (for different persons)	56.25	0.60	0.34	63.47
C	12	Keep list of credit card numbers	56.25	0.59	0.33	63.80
I	1	Act as a guide to visitors	56.25	0.50	0.28	64.08
A	7	Coordinate work activities with other employees or agencies	56.25	0.58	0.33	64.41
A	12	Decide on least expensive and/or most desirable way to communicate (telegram, long distance call, etc.)	56.25	0.59	0.33	64.74
A	18	Develop procedures maintenance and disposition of records	56.25	0.61	0.34	65.08
A	39	Plan record keeping	54.17	0.72	0.39	65.47
H	9	Prepare material for printer or publisher	54.17	0.55	0.30	65.77
L	25	Sign for registered mail	54.17	0.41	0.22	65.99
L	28	Stamp incoming mail as to date	52.08	0.68	0.35	66.34
L	21	Process incoming mail for routing	52.08	0.60	0.31	66.65
I	10	Handle cranks, beggars, and other undesirables	52.08	0.55	0.29	66.94
C	25	Scan newspapers, magazines, trade journals, etc., for employer	52.08	0.65	0.34	67.28
C	22	Prepare day's schedule for employer	52.08	0.68	0.35	67.64
E	6	Orient new employees	52.08	0.58	0.30	67.94
B	13	Compose written directions to other office workers	52.08	0.59	0.31	68.25
G	5	Approve bills of any kind	52.08	0.54	0.28	68.53
A	42	Prepare and maintain personnel promotion folders	52.08	0.59	0.31	68.84
A	2	Arrange itineraries for speakers, salesmen and others	52.08	0.47	0.25	69.08

CUMULATIVE SUM OF AVERAGE PERCENT TIME SPENT BY ALL MEMBERS
AVERAGE PERCENT TIME SPENT BY ALL MEMBERS
AVERAGE PERCENT TIME SPENT BY MEMBERS PERFORMING
Ranked by . . . . . PERCENT OF MEMBERS PERFORMING

D-TSK		TASK TITLE				
A	4	Arrange physical layout of office, pictures, furniture, draperies, etc.	50.00	0.40	0.20	69.29
A	6	Check committee membership lists (names, addresses, etc.)	50.00	0.48	0.24	69.53
C	13	Keep personal business diary for employer	50.00	0.66	0.33	69.86
C	8	Give checks to employer for signature	50.00	0.65	0.33	70.18
J	11	Compile, and/or chart data	50.00	0.58	0.29	70.47
L	37	Wrap and tie packages	50.00	0.30	0.15	70.62
L	3	Deliver messages	50.00	0.55	0.27	70.90
K	3	Clip and collect magazine articles, or newspapers of interest	50.00	0.48	0.24	71.14
K	14	Keep card indexes of various kinds	50.00	0.52	0.26	71.40
K	25	Transfer records to inactive files	47.92	0.47	0.23	71.62
J	61	Type fill-ins on duplicated letters or bulletins (form letters, etc.)	47.92	0.50	0.24	71.86
L	36	Weigh items	47.92	0.38	0.18	72.04
F	3	Operate dictaphone	47.92	0.52	0.25	72.29
C	21	Obtain information and papers for foreign travel for employer	47.92	0.59	0.28	72.57
G	11	Check bills and/or invoices	47.92	0.59	0.28	72.86
B	23	Gather data to fill out questionnaires	47.92	0.56	0.27	73.12
B	53	Select equipment and supplies to be ordered	47.92	0.51	0.25	73.37
B	49	Punctuate articles, manuscripts, etc.	47.92	0.62	0.30	73.67
I	2	Act as hostess at company-sponsored teas, coffee hours, parties, etc.	47.92	0.48	0.23	73.90
A	38	Plan and schedule work assignments and priorities	47.92	0.64	0.31	74.20
A	19	Develop procedures for the maintenance of news files and reference libraries	47.92	0.60	0.29	74.49
A	26	Establish procedures for the distribution of forms, reports and publications	47.92	0.64	0.31	74.80
I	5	Collect money from office employees for various purposes	45.83	0.51	0.23	75.04
G	82	Purchase postage	45.83	0.49	0.22	75.26
B	25	Handle service calls on equipment	45.83	0.46	0.21	75.47
D	8	Evaluate files, reports, or correspondence	45.83	0.60	0.28	75.75
B	34	Make arrangements for centralized department to duplicate materials	43.75	0.56	0.24	76.00
B	65	Supervise the maintenance of files	43.75	0.56	0.25	76.24
L	22	Process outgoing mail	43.75	0.59	0.26	76.50
J	42	Post notices	43.75	0.50	0.22	76.72
L	27	Stamp envelopes (manually)	41.67	0.57	0.24	76.95
B	9	Assign specific work to individuals	41.67	0.51	0.21	77.17
D	2	Check accuracy of entries in personnel records	41.67	0.66	0.28	77.44
B	41	Prepare articles and announcements	39.58	0.50	0.20	77.64
G	27	Deposit checks and/or cash in bank or cashier's office	39.58	0.58	0.23	77.87
G	16	Compose business reports of any kind	39.58	0.55	0.22	78.08
A	5	Attend conferences, symposiums, or briefings	39.58	0.39	0.15	78.24
A	27	Establish procedures for the production and reproduction of forms, reports and publications	37.50	0.63	0.24	78.47
A	21	Draft and submit job description	37.50	0.43	0.16	78.64
B	33	Mail and/or forward personnel records	37.50	0.51	0.19	78.83
F	12	Write group proceedings and/or conferences in shorthand	37.50	0.52	0.19	79.02
J	69	Type legal agreements	37.50	0.47	0.18	79.20
J	54	Type and correct stencils (mineograph process)	35.42	0.36	0.13	79.33
L	40	Distribute supplies, forms and publications	35.42	0.53	0.19	79.52
K	21	Secure information from library	35.42	0.37	0.13	79.65
L	24	Receive, time stamp and route messages	35.42	0.53	0.19	79.84
L	12	Make up, check and distribute mailing list	35.42	0.58	0.20	80.05
J	14	Help with decorations at meetings or conventions	35.42	0.39	0.14	80.18

CUMULATIVE SUM OF AVERAGE PERCENT TIME SPENT BY ALL MEMBERS
AVERAGE PERCENT TIME SPENT BY ALL MEMBERS
AVERAGE PERCENT TIME SPENT BY MEMBERS PERFORMING
Ranked by . . . . . PERCENT OF MEMBERS PERFORMING

D-TSK		TASK TITLE				
D	10	Follow up released materials	35.42	0.58	0.20	80.39
B	56	Send out invitations	35.42	0.43	0.15	80.54
H	2	Coordinate work with printer to achieve desired layout	35.42	0.48	0.17	80.71
A	31	Interview and/or recommend applicants for employment	35.42	0.41	0.14	80.85
A	23	Draft recommended changes to handbooks, manuals, publications and forms	33.33	0.43	0.14	80.99
A	3	Arrange for training aids, facilities, and equipment	33.33	0.45	0.15	81.14
B	57	Summarize articles, reports, lectures, etc.	33.33	0.55	0.18	81.33
C	15	Make arrangements for repairs on employer's personal property (car, etc.)	33.33	0.56	0.19	81.52
G	34	Keep books and/or ledger for any purpose	33.33	0.60	0.20	81.71
L	29	Stuff, bundle, sort, and/or label outgoing bulk mail	33.33	0.43	0.14	81.86
K	17	Preserve historical records	33.33	0.53	0.18	82.03
G	37	Keep daily attendance of employees	31.25	0.64	0.20	82.23
B	8	Assign space for equipment and supplies	31.25	0.36	0.11	82.35
H	1	Compose news items or magazine articles (newspapers, trade publications, house organs, etc.)	31.25	0.36	0.11	82.46
G	10	Write checks (for any purpose as a part of your job other than payroll)	31.25	0.58	0.18	82.64
G	83	Reconcile bank statement	31.25	0.53	0.17	82.80
A	13	Design and draft local business forms	31.25	0.42	0.13	82.94
A	24	Establish operating procedures for suspense files	31.25	0.51	0.16	83.10
A	51	Schedule employee vacations	31.25	0.65	0.20	83.30
A	10	Counteract false reports which spread in an organization	29.17	0.47	0.14	83.44
A	30	Help organize office or company committees	29.17	0.45	0.13	83.57
H	12	Use proofreading symbols	29.17	0.59	0.17	83.74
B	31	Investigate causes of trouble between employees	29.17	0.37	0.11	83.85
B	46	Prepare requisitions for special personnel requirements	29.17	0.53	0.15	84.00
G	54	Maintain stock of business forms	29.17	0.48	0.14	84.14
E	2	Conduct on-the-job training of office personnel	29.17	0.42	0.12	84.26
D	1	Arrange for disposal of wornout equipment	29.17	0.40	0.12	84.38
J	63	Type information on continuous roll tape (gummed back or self-sealing back)	29.17	0.39	0.11	84.49
L	35	Use U. S. Postal manual for postage rates and types of mail	29.17	0.43	0.13	84.62
I	1	Maintain record of long distance calls	29.17	0.77	0.23	84.84
L	31	Take mail to post office	27.08	0.33	0.09	84.93
L	2	Calculate postal rates	27.08	0.49	0.13	85.06
E	3	Demonstrate equipment and procedures	27.08	0.41	0.11	85.17
D	11	Inspect material received for completeness and/or damages	27.08	0.58	0.16	85.33
B	40	Prepare administrative orders	27.08	0.53	0.14	85.47
B	59	Supervise clerk typists	27.08	0.47	0.13	85.60
B	67	Supervise the preparation and maintenance of records and reports	27.08	0.59	0.16	85.76
G	99	Take care of checkbook and stubs	27.08	0.62	0.17	85.93
A	33	Maintain list of personnel authorized to submit purchase requests	27.08	0.52	0.14	86.07
B	4	Approve requisitions made out by others	27.08	0.54	0.15	86.22
A	49	Serve on boards, committee and councils	27.08	0.41	0.11	86.33
A	46	Revise the organizational structure of clerical employees	25.00	0.40	0.10	86.43
A	52	Schedule office machine inspections	25.00	0.46	0.12	86.55
B	1	Act as notary public	25.00	0.53	0.13	86.68
A	44	Render policy decisions on questions asked by members of office force	25.00	0.58	0.14	86.82
A	9	Consult with attorney, tax-examiner, auditor, etc.	25.00	0.49	0.12	86.95
H	3	Edit manuscripts	25.00	0.56	0.14	87.09
G	78	Prepare purchase orders-invoice and/or vouchers and/or receipts	25.00	0.60	0.15	87.24

CUMULATIVE SUM OF AVERAGE PERCENT TIME SPENT BY ALL MEMBERS
AVERAGE PERCENT TIME SPENT BY ALL MEMBERS
AVERAGE PERCENT TIME SPENT BY MEMBERS PERFORMING
Ranked by . . . . . PERCENT OF MEMBERS PERFORMING

D-TSK		TASK TITLE				
E	4	Demonstrate how to locate technical information	25.00	0.39	0.10	87.33
C	18	Make out household and/or personal checks for employer	25.00	0.61	0.15	87.48
F	4	Operate dictating machine	25.00	0.56	0.14	87.62
G	52	Maintain payroll register (all employees listed)	25.00	0.53	0.13	87.76
G	44	Keep records pertaining to income taxes	25.00	0.64	0.16	87.92
G	39	Keep petty cash account	25.00	0.44	0.11	88.03
G	28	Endorse checks	25.00	0.48	0.12	88.15
G	2	Administer imprest or petty cash fund	25.00	0.47	0.12	88.27
L	13	Maintain current routing guide and/or distribution lists	25.00	0.53	0.13	88.40
L	6	Distribute promotional material for events such as charity drives	22.92	0.45	0.10	88.50
G	51	Maintain individual employee's earnings records	22.92	0.58	0.13	88.63
C	29	Take care of employer's personal insurance (car, life, etc.)	22.92	0.55	0.13	88.76
B	66	Supervise the maintenance of publications in stock	22.92	0.59	0.14	88.89
B	68	Supervise the reproduction of printed material	22.92	0.54	0.12	89.02
B	60	Supervise employees in order to maintain work performance	22.92	0.48	0.11	89.13
B	50	Resolve technical problems for employees	22.92	0.44	0.10	89.23
A	47	Secure quotations from brokers	22.92	0.44	0.10	89.33
A	25	Establish performance standards	22.92	0.48	0.11	89.44
A	22	Draft policy recommendations for submission to higher authority	22.92	0.56	0.13	89.57
B	6	Arrange for and/or cancel newspaper or magazine advertising	20.83	0.40	0.08	89.65
B	47	Prepare shipping instructions	20.83	0.36	0.08	89.73
D	7	Evaluate employee's work	20.83	0.45	0.09	89.82
D	6	Evaluate adherence to work standards and schedules	20.83	0.53	0.11	89.93
D	14	Prepare promotion reports	20.83	0.41	0.08	90.02
C	11	Keep lists of employer's personal property up to date	20.83	0.61	0.13	90.14
H	11	Receive and process requisitions for forms and publications	20.83	0.43	0.09	90.23
G	94	Send out invoices for payment due	20.83	0.58	0.12	90.35
G	91	Secure quotations on supplies (from supplier)	20.83	0.39	0.08	90.43
L	1	Assemble information kits	20.83	0.47	0.10	90.53
J	52	Type and correct offset masters (mats or multilith)	20.83	0.45	0.09	90.63
K	6	Establish and/or maintain cross reference listings	20.83	0.53	0.11	90.74
L	20	Pick up mail	20.83	0.51	0.11	90.84
L	16	Obtain mailing material from post office such as certified & registered mail stickers, rate sheets, etc.	20.83	0.37	0.08	90.92
J	38	Operate tape recorder	20.83	0.33	0.07	90.99
J	21	Operate automatic typewriter (such as autotypist, robotype, IBM magnetic tape machine)	20.83	0.63	0.13	91.12
J	33	Operate spirit duplicator (e.g. ditto)	20.83	0.31	0.07	91.19
K	8	Establish and/or maintain index of forms and publications	18.75	0.60	0.11	91.30
J	59	Type copy where all lines end on the right margin (justifying)	18.75	0.35	0.07	91.36
I	4	Assist with publicity for charity and other drives	18.75	0.47	0.09	91.45

APPENDIX F

Administrative Assistant Task Job Description

APPENDIX F

TASK JOB DESCRIPTIONS FOR ADMINISTRATIVE ASSISTANTS (N=19)

Ranked by ..... PERCENT OF MEMBERS PERFORMING ↓ | AVERAGE PERCENT TIME SPENT BY MEMBERS PERFORMING ↓ | AVERAGE PERCENT TIME SPENT BY ALL MEMBERS ↓ | CUMULATIVE SUM OF AVERAGE PERCENT TIME SPENT BY ALL MEMBERS ↓

D-TSK		TASK TITLE				
J	5	Carry out written or oral instructions given by employer	94.74	0.87	0.83	0.83
F	1	Compose correspondence	94.74	0.76	0.72	1.55
C	28	Sign employer's mail (his signature)	89.47	0.53	0.48	2.03
I	3	Answer telephone	89.47	1.00	0.89	2.92
F	13	Write shorthand (any system)	89.47	0.69	0.62	3.54
B	42	Prepare drafts of correspondence, directives, or reports	89.47	0.74	0.66	4.20
B	24	Get information from various departments needed for correspondence	89.47	0.66	0.59	4.79
J	4	Attach pertinent correspondence to incoming mail for employer to refresh his memory	89.47	0.65	0.58	5.37
J	19	Make notes on incoming mail which employer should see	89.47	0.66	0.59	5.96
J	17	Make folders and folder titles for files (labels)	89.47	0.69	0.61	6.58
J	16	Keep desks equipped with office supplies	89.47	0.68	0.61	7.19
J	46	Prepare or obtain coffee or refreshments for employer or his guests	89.47	0.70	0.62	7.81
J	45	Prepare forms and correspondence	89.47	0.86	0.77	8.58
J	40	Operate typewriter	89.47	0.95	0.85	9.43
J	2	Arrange papers or articles on your own and/or your employer's desk	89.47	0.63	0.56	9.99
I	15	Place telephone memoranda, messages, etc., where employer will see them	89.47	0.84	0.75	10.75
L	15	Open and/or read mail	89.47	0.79	0.71	11.45
K	7	Establish and/or maintain files	89.47	0.77	0.69	12.14
J	56	Type business letters	89.47	0.89	0.80	12.94
J	57	Type carbon copies	84.21	0.80	0.74	13.68
J	62	Type final copy from rough-draft copy	84.21	0.77	0.64	14.33
K	22	Sort materials for filing	84.21	0.65	0.55	14.88
J	3	Assemble and staple duplicated materials	84.21	0.53	0.45	15.33
I	14	Place telephone calls	84.21	0.80	0.68	16.00
J	18	Make corrections on original and carbon copies	84.21	0.56	0.47	16.47
J	12	Fold and insert letters in envelopes	84.21	0.66	0.56	17.03
J	9	Clean and/or tidy own and employers area	84.21	0.68	0.57	17.60
B	27	Implement employer's directives	84.21	0.82	0.69	18.30
B	11	Compose copy at the typewriter	84.21	0.61	0.51	18.81
F	2	Edit letters dictated by employer	84.21	0.77	0.65	19.46
D	5	Edit and review correspondence and reports	84.21	0.61	0.52	19.98
C	16	Make engagements and appointments for employer	84.21	0.73	0.61	20.59
C	9	Keep employer reminded of engagements, dates, things to do, etc.	84.21	0.78	0.66	21.25
C	6	Confer with employer on policy	84.21	0.85	0.72	21.96
C	3	Anticipate needs of employer as to records, papers, etc.	84.21	0.75	0.63	22.60
A	40	Plan work for one's self	84.21	0.94	0.79	23.39
A	50	Schedule appointments and conferences	78.95	0.84	0.66	24.05
A	28	Gather data for reports	78.95	0.75	0.59	24.65
C	7	Coordinate with other personnel on various matters for employer	78.95	0.82	0.65	25.29
F	11	Type minutes of reports of meetings	78.95	0.66	0.52	25.81
F	8	Take dictation over the telephone	78.95	0.45	0.36	26.17
D	4	Dispose of unneeded documents and/or records	78.95	0.59	0.46	26.63
B	26	Hear complaints in office and over telephone	78.95	1.28	1.01	27.64
J	15	Keep calendar marked with appointments for employer at his desk	78.95	0.78	0.62	28.25

CUMULATIVE SUM OF AVERAGE PERCENT TIME SPENT BY ALL MEMBERS
AVERAGE PERCENT TIME SPENT BY ALL MEMBERS
AVERAGE PERCENT TIME SPENT BY MEMBERS PERFORMING
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D-TSK		TASK TITLE				
J	1	Address letters and packages	78.95	0.71	0.56	28.82
I	16	Relay or refer telephone calls to another department	78.95	0.77	0.61	29.42
J	51	Type addresses on envelopes and/or cards	78.95	0.64	0.51	29.93
J	49	Run errands	78.95	0.53	0.42	30.35
J	48	Proofread typewritten copy	78.95	0.81	0.64	30.99
J	23	Operate copying machine (such as xerox, thermofax, ozalid)	78.95	0.67	0.53	31.51
K	18	Process and file correspondence	78.95	0.79	0.62	32.14
K	11	File materials	78.95	0.78	0.62	32.75
J	73	Type memoranda	78.95	0.69	0.54	33.30
J	79	Use reference books or manuals	73.68	0.64	0.47	33.77
J	77	Use simple business math	73.68	0.63	0.46	34.23
K	13	Handle classified or confidential files	73.68	0.68	0.50	34.73
K	16	Merge and/or revise files	73.68	0.60	0.44	35.17
K	20	Search for lost materials in files	73.68	0.42	0.31	35.48
J	58	Type cards (index cards, file cards, "address finder" cards, etc.)	73.68	0.58	0.43	35.91
B	37	Order supplies of various kinds for the office (from suppliers or central supply department)	73.68	0.58	0.43	36.34
B	10	Compile periodic reports	73.68	0.75	0.55	36.89
C	19	Make travel arrangements for employer	73.68	0.69	0.51	37.40
F	10	Transcribe (type) from shorthand outlines	73.68	0.71	0.52	37.92
C	2	Advise employer of illnesses, deaths, births, weddings, etc., of friends and/or associates	73.68	0.59	0.44	38.36
F	14	Write shorthand from more than one person (but only one at a time)	73.68	0.53	0.38	38.75
A	17	Develop and improve work methods and procedures	73.68	0.82	0.61	39.35
A	35	Make preparations for meetings	73.68	0.68	0.50	39.85
A	8	Compile one report from numerous small ones	73.68	0.73	0.54	40.39
A	7	Coordinate work activities with other employees or agencies	73.68	1.26	0.93	41.31
A	6	Check committee membership lists (names, addresses, etc.)	68.42	0.47	0.32	41.64
C	26	"Screen" visitors or people who want to see your employer	68.42	0.63	0.43	42.07
B	23	Gather data to fill out questionnaires	68.42	0.62	0.43	42.50
B	13	Compose written directions to other office workers	68.42	0.78	0.54	43.03
B	70	Write letters of condolence and congratulations	68.42	0.53	0.36	43.40
L	5	Distribute incoming and outgoing mail	68.42	0.59	0.41	43.80
K	4	Control and manage filing system	68.42	0.84	0.57	44.38
J	22	Operate calculator	68.42	0.57	0.39	44.76
J	50	Seal envelopes (manually)	68.42	0.51	0.35	45.12
I	18	Screen employer's calls	68.42	0.88	0.60	45.72
I	17	Send and/or receive telegrams and/or cablegrams	68.42	0.49	0.34	46.06
I	19	Use directories	68.42	0.59	0.40	46.46
J	11	Compile and/or chart data	68.42	0.71	0.49	46.95
J	10	Compare copy for legibility and neatness	68.42	0.67	0.46	47.40
J	8	Clean typewriter	68.42	0.56	0.38	47.78
J	6	Change dates on rubber stamps, time stamp machine, and/or calendar daily	68.42	0.68	0.46	48.25
I	12	Make introductions	63.16	0.45	0.28	48.53
I	9	Greet callers and/or visitors	63.16	0.90	0.57	49.09
J	32	Operate paper punch	63.16	0.35	0.22	49.31
J	31	Operate paper cutter	63.16	0.34	0.22	49.53
K	12	Extract information from files	63.16	0.77	0.48	50.01
J	66	Type labels individually	63.16	0.39	0.25	50.26
J	75	Type on printed forms	63.16	0.61	0.39	50.64

CUMULATIVE SUM OF AVERAGE PERCENT TIME SPENT BY ALL MEMBERS
AVERAGE PERCENT TIME SPENT BY ALL MEMBERS
AVERAGE PERCENT TIME SPENT BY MEMBERS PERFORMING
Ranked by . . . . . PERCENT OF MEMBERS PERFORMING

D-TSK		TASK TITLE				
J	72	Type manuscripts and/or reports	63.16	0.70	0.44	51.08
L	34	Use U. S. zip code directory	63.16	0.60	0.38	51.46
B	45	Prepare requisitions for supplies or equipment	63.16	0.63	0.40	51.86
C	25	Scan newspapers, magazines, trade journals, etc., for employer	63.16	0.54	0.34	52.20
G	13	Check on supplies (for reordering purposes)	63.16	0.54	0.34	52.54
I	6	Direct people to proper office or department	63.16	0.73	0.46	53.00
H	7	Proofread copy	63.16	0.71	0.45	53.45
A	41	Prepare agenda for meetings	63.16	0.61	0.38	53.84
A	16	Determine requirements for equipment and supplies	63.16	0.55	0.35	54.19
A	18	Develop procedures maintenance and disposition of records	63.16	0.53	0.34	54.53
A	39	Plan record keeping	57.89	0.69	0.40	54.93
A	38	Plan and schedule work assignments and priorities	57.89	0.94	0.55	55.47
H	9	Prepare material for printer or publisher	57.89	0.54	0.31	55.79
I	5	Collect money from office employees for various purposes	57.89	0.41	0.24	56.02
G	92	Select or order typewriting supplies and equipment (erasers, ribbons, etc.)	57.89	0.44	0.25	56.28
F	7	Take dictation at the typewriter (type dictation as employer dictates)	57.89	0.46	0.26	56.54
B	53	Select equipment and supplies to be ordered	57.89	0.45	0.26	56.80
B	49	Punctuate articles, manuscripts, etc.	57.89	0.69	0.40	57.20
B	56	Send out invitations	57.89	0.36	0.21	57.41
B	25	Handle service calls on equipment	57.89	0.42	0.25	57.65
B	35	Make arrangements for guests and/or visitors (hotel, entertainment. transportation, etc.)	57.89	0.54	0.31	57.96
L	30	Take mail to mail room or mail box	57.89	0.52	0.30	58.27
K	14	Keep card indexes of various kinds	57.89	0.57	0.33	58.59
I	10	Handle cranks, beggars, and other undesirables	57.89	0.54	0.31	58.90
I	13	Operate intercom	57.89	0.74	0.43	59.33
I	11	Maintain record of long distance calls	57.89	0.52	0.30	59.64
J	47	Prepare travel vouchers	52.63	0.72	0.38	60.01
J	36	Operate 10-key adding machine	52.63	0.45	0.23	60.25
J	55	Type and/or rule tabular material (tables, columns, rows of figures)	52.63	0.58	0.31	60.55
L	37	Wrap and tie packages	52.63	0.39	0.20	60.76
L	22	Process outgoing mail	52.63	0.70	0.37	61.13
L	11	Mark, attach, or enclose materials for outgoing mail	52.63	0.64	0.34	61.47
L	7	Forward mail	52.63	0.53	0.28	61.75
B	33	Mail and/or forward personnel records	52.63	0.59	0.31	62.06
C	1	Acknowledge letters of condolence and congratulations	52.63	0.50	0.26	62.32
B	9	Assign specific work to individuals	52.63	0.65	0.34	62.66
C	23	Prepare itinerary or schedule for employer's trips	52.63	0.61	0.32	62.99
A	27	Establish procedures for the production and reproduction of forms, reports and publications	52.63	0.50	0.26	63.25
A	23	Draft recommended changes to handbooks, manuals, publications and forms	52.63	1.37	0.72	63.97
A	13	Design and draft local business forms	52.63	0.45	0.24	64.20
A	12	Decide on least expensive and/or most desirable way to communicate (telegram, long distance call, etc.)	52.63	0.39	0.21	64.41
A	5	Attend conferences, symposiums, or briefings	52.63	0.98	0.51	64.92
A	4	Arrange physical layout of office, pictures, furniture, draperies, etc.	47.37	0.38	0.18	65.10
A	3	Arrange for training aids, facilities, and equipment	47.37	0.39	0.18	65.29
A	2	Arrange itineraries for speakers, salesmen and others	47.37	0.43	0.20	65.49
A	21	Draft and submit job description	47.37	0.48	0.23	65.72

CUMULATIVE SUM OF AVERAGE PERCENT TIME SPENT BY ALL MEMBERS
AVERAGE PERCENT TIME SPENT BY ALL MEMBERS
AVERAGE PERCENT TIME SPENT BY MEMBERS PERFORMING
Ranked by . . . . . PERCENT OF MEMBERS PERFORMING

D-TSK		TASK TITLE				
A	15	Determine personnel requirements	47.37	0.45	0.21	65.94
A	44	Render policy decisions on questions asked by members of office force	47.37	1.75	0.83	66.76
A	42	Prepare and maintain personnel promotion folders	47.37	0.57	0.27	67.03
A	31	Interview and/or recommend applicants for employment	47.37	10.3	0.49	67.52
C	24	Purchase and/or send out Christmas cards, Valentines, or birthday cards for employer	47.37	0.56	0.26	67.79
C	22	Prepare day's schedule for employer	47.37	0.72	0.34	68.13
D	2	Check accuracy of entries in personnel records	47.37	0.76	0.36	68.49
C	5	Assist in plans for entertaining, receptions, dinners, etc.	47.37	0.48	0.23	68.71
D	8	Evaluate files, reports, or correspondence	47.37	0.57	0.27	68.98
B	65	Supervise the maintenance of files	47.37	0.62	0.29	69.28
B	60	Supervise employees in order to maintain work performance	47.37	1.57	0.75	70.02
B	41	Prepare articles and announcements	47.37	0.46	0.22	70.24
B	40	Prepare administrative orders	47.37	0.64	0.31	70.54
I	1	Act as a guide to visitors	47.37	0.46	0.22	70.76
G	11	Check bills and/or invoices	47.37	0.60	0.28	71.04
G	5	Approve bills of any kind	47.37	0.60	0.29	71.33
G	16	Compose business reports of any kind	47.37	0.63	0.30	71.62
L	20	Pick up mail	47.37	0.50	0.24	71.86
L	28	Stamp incoming mail as to date	47.37	0.57	0.27	72.13
L	26	Sort mail (for different persons)	47.37	0.57	0.27	72.40
J	61	Type fill-ins on duplicated letters or bulletins (form letters, etc.)	47.37	0.40	0.19	72.59
K	3	Clip and collect magazine articles, or newspapers of interest	47.37	0.45	0.21	72.80
L	3	Deliver messages	47.37	0.53	0.25	73.06
I	7	Follow up on written notices for meetings by telephone	47.37	0.56	0.27	73.32
J	42	Post notices	42.11	0.48	0.20	73.52
L	4	Distribute supplies, forms and publications	42.11	0.42	0.18	73.70
K	25	Transfer records to inactive files	42.11	0.39	0.16	73.86
J	54	Type and correct stencils (mimeograph process)	42.11	0.59	0.25	74.11
L	25	Sign for registered mail	42.11	0.36	0.15	74.27
L	36	Weigh items	42.11	0.45	0.19	74.45
L	9	Have mail insured, registered or certified	42.11	0.45	0.19	74.64
G	2	Administer imprest or petty cash funds	42.11	0.41	0.17	74.82
G	39	Keep petty cash account	42.11	0.45	0.19	75.01
G	34	Keep books and/or ledger for any purpose	42.11	0.50	0.21	75.22
H	11	Receive and process requisitions for forms and publications	42.11	0.56	0.23	75.45
G	82	Purchase postage	42.11	0.47	0.20	75.65
H	2	Coordinate work with printer to achieve desired layout	42.11	0.32	0.14	75.78
D	10	Follow up released materials	42.11	0.54	0.23	76.01
C	13	Keep personal business diary for employer	42.11	0.75	0.32	76.33
C	27	Shop for employer	42.11	0.42	0.18	76.51
F	12	Write group proceedings and/or conferences in shorthand	42.11	0.69	0.29	76.80
E	60	Orient new employees	42.11	0.58	0.25	77.04
A	26	Establish procedures for the distribution of forms, reports and publications	42.11	0.51	0.21	77.26
A	51	Schedule employee vacations	42.11	0.53	0.22	77.48
B	4	Approve requisitions made out by others	42.11	1.37	0.58	78.06
A	49	Serve on boards, committees and councils	36.84	1.50	0.55	78.61
A	22	Draft policy recommendations for submission to higher authority	36.84	1.50	0.55	79.16
A	30	Help organize office or company committees	36.84	0.34	0.12	79.29
F	6	Transcribe (type) from dictaphone	36.84	0.41	0.15	79.44

CUMULATIVE SUM OF AVERAGE PERCENT TIME SPENT BY ALL MEMBERS
AVERAGE PERCENT TIME SPENT BY ALL MEMBERS
AVERAGE PERCENT TIME SPENT BY MEMBERS PERFORMING
Ranked by . . . . . PERCENT OF MEMBERS PERFORMING

D-TSK		TASK TITLE				
C	10	Keep employer's photographs and biographical information for publicity	36.84	0.55	0.20	79.64
D	6	Evaluate adherence to work standards and schedules	36.84	0.55	0.20	79.84
G	37	Keep daily attendance of employees	36.84	0.66	0.24	80.09
B	34	Make arrangements for centralized department to duplicate materials	36.84	0.64	0.23	80.32
L	21	Process incoming mail for routing	36.84	0.62	0.23	80.55
L	27	Stamp envelopes (manually)	36.84	0.47	0.17	80.72
J	64	Type in outline form	36.84	0.52	0.19	80.91
J	63	Type information on continuous roll tape (gummed back or self-sealing back)	31.58	0.39	0.12	81.04
K	21	Secure information from library	31.58	0.28	0.09	81.13
K	17	Preserve historical records	31.58	0.41	0.13	81.26
L	29	Stuff, bundle, sort, and/or label outgoing bulk mail	31.58	0.49	0.15	81.41
L	35	Use U. S. Postal manual for postage rates and types of mail	31.58	0.43	0.14	81.54
L	24	Receive, time stamp and route messages	31.58	0.44	0.14	81.68
L	31	Take mail to post office	31.58	0.33	0.10	81.79
L	12	Make up, check and distribute mailing list	31.58	0.54	0.17	81.96
J	37	Operate 10-key printing calculator	31.58	0.63	0.20	82.16
B	28	Implement suggestion program	31.58	0.45	0.14	82.30
B	54	Select or order furnishings for office	31.58	0.40	0.12	82.43
B	46	Prepare requisitions for special personnel requirements	31.58	0.55	0.18	82.60
B	59	Supervise clerk typists	31.58	0.61	0.19	82.80
B	14	Conduct annual review of records	31.58	0.39	0.12	82.92
B	26	Counsel personnel on promotion criteria and status	31.58	0.51	0.16	83.08
D	12	Investigate references (personal or financial)	31.58	0.53	0.17	83.25
C	8	Give checks to employer for signature	31.58	0.55	0.17	83.42
C	14	Keep on hand stock of employer's personal stationery, cards, etc.	31.58	0.58	0.18	83.61
C	20	Obtain credit cards for employer	31.58	0.52	0.16	83.77
H	1	Compose news items or magazine articles (newspapers, trade publications, house organs, etc.)	31.58	0.37	0.12	83.89
G	88	Record time card and/or time clock data on payroll forms	31.58	0.47	0.15	84.03
A	45	Renew newspaper and magazine subscriptions	31.58	0.38	0.12	84.15
A	24	Establish operating procedures for suspense files	31.58	0.46	0.15	84.30
A	20	Draft budget estimates	31.58	0.67	0.21	84.51
B	6	Arrange for and/or cancel newspaper or magazine advertising	31.58	0.42	0.13	84.64
A	52	Schedule office machine inspections	31.58	0.44	0.14	84.78
B	1	Act as notary public	31.58	0.62	0.20	84.98
A	10	Counteract false reports which spread in an organization	31.58	0.52	0.17	85.14
A	9	Consult with attorney, tax-examiner, auditor, etc.	26.32	0.70	0.18	85.33
A	19	Develop procedures for the maintenance of news files and reference libraries	26.32	0.47	0.12	85.45
A	32	Look up or check on financial ratings or customers and/or employees	26.32	0.33	0.09	85.54
I	2	Act as hostess at company-sponsored teas, coffee hours, parties, etc.	26.32	0.60	0.16	85.70
I	4	Assist with publicity for charity and other drives	26.32	0.53	0.14	85.84
D	11	Inspect material received for completeness and/or damages	26.32	0.57	0.15	85.99
E	2	Conduct on-the-job training of office personnel	26.32	0.69	0.18	86.17
D	16	Review training progress of employees	26.32	0.49	0.13	86.30
D	14	Prepare promotion reports	26.32	0.42	0.11	86.41
F	30	Operate dictaphone	26.32	0.28	0.07	86.48

CUMULATIVE SUM OF AVERAGE PERCENT TIME SPENT BY ALL MEMBERS
AVERAGE PERCENT TIME SPENT BY ALL MEMBERS
AVERAGE PERCENT TIME SPENT BY MEMBERS PERFORMING
Ranked by . . . . . PERCENT OF MEMBERS PERFORMING

D-TSK		TASK TITLE				
B	12	Compose legal papers	26.32	0.58	0.15	86.63
B	8	Assign space for equipment and supplies	26.32	0.53	0.14	86.77
B	57	Summarize articles, reports, lectures, etc.	26.32	0.43	0.11	86.89
B	67	Supervise the preparation and maintenance of records and reports	26.32	0.63	0.17	87.05
B	64	Supervise the maintenance and utilization of equipment and supplies	26.32	0.44	0.12	87.17
B	68	Supervise the reproduction of printed material	26.32	0.53	0.14	87.31
B	47	Prepare shipping instructions	26.32	0.34	0.09	87.40
B	48	Process requests for substitutions or changes to purchase or delivery orders	26.32	0.32	0.08	87.48
B	31	Investigate causes of trouble between employees	26.32	0.56	0.15	87.63
B	29	Initiate requests for personnel replacements	26.32	0.47	0.12	87.75
G	40	Keep record of territory assigned salesmen	26.32	0.67	0.18	87.93
G	9	Ascertain availability of funds	26.32	0.58	0.15	88.08
G	52	Maintain payroll register (all employees listed)	26.32	0.73	0.19	88.27
G	51	Maintain individual employee's earnings records	26.32	0.64	0.17	88.44
J	39	Operate teletype	26.32	0.41	0.11	88.55
J	34	Operate stencil duplicator (e.g. mimeograph)	26.32	0.38	0.10	88.65
L	16	Obtain mailing material from post office such as certified & registered mail stickers, rate sheets, etc.	26.32	0.41	0.11	88.76
K	5	Establish and/or maintain a reference library	26.32	0.53	0.14	88.90
K	9	Establish and/or maintain inventory of forms and publications	26.32	0.46	0.12	89.02
L	2	Calculate postal rates	26.32	0.37	0.10	89.11
J	81	Verify entries on purchase requests	26.32	0.55	0.15	89.26
J	69	Type legal agreements	21.05	0.44	0.09	89.35
K	8	Establish and/or maintain index of forms and publications	21.05	0.51	0.11	89.46
J	53	Type and correct spirit masters	21.05	0.51	0.11	89.57
J	14	Help with decorations at meetings or conventions	21.05	0.44	0.09	89.66
G	54	Maintain stock of business forms	21.05	0.50	0.11	89.77
G	3	Administer small purchases such as credit card charges and blanket purchase agreements	21.05	0.47	0.10	89.86
G	36	Keep cash account	21.05	0.43	0.09	89.96
G	15	Control the safekeeping of monies, bonds, or sealed bids	21.05	0.40	0.08	90.04
G	27	Deposit checks and/or cash in bank or cashier's office	21.05	0.46	0.10	90.14
B	39	Prepare accident reports	21.05	0.36	0.07	90.21
B	51	Reprimand employees	21.05	0.47	0.10	90.31
B	44	Prepare requests for quotations or proposals	21.05	0.65	0.14	90.45
B	69	Supervise stenographers	21.05	0.67	0.14	90.59
B	63	Supervise the preparation of contracts or purchase orders	21.05	0.53	0.11	90.70
B	21	Discharge employees	21.05	0.33	0.07	90.77
E	7	Prepare audio-visual materials (transparencies, tape recordings, etc.)	21.05	0.33	0.07	90.84
D	15	Review records for compliance with labor laws	21.05	0.46	0.10	90.94
E	3	Demonstrate equipment and procedures	21.05	0.49	0.10	91.04
D	7	Evaluate employee's work	21.05	0.61	0.13	91.17
D	1	Arrange for disposal of wornout equipment	21.05	0.42	0.09	91.26
H	12	Use proofreading symbols	21.05	0.48	0.10	91.36
H	8	Plan layout and makeup	21.05	0.75	0.16	91.51
G	87	Record inventory records on proper forms	21.05	0.60	0.13	91.64
G	91	Secure quotations on supplies (from supplier)	21.05	0.34	0.07	91.71
G	78	Prepare purchase orders-invoice and/or vouchers and/or receipts	21.05	0.57	0.12	91.83
G	67	Operate full-bank adding machine	21.05	0.86	0.18	92.01
A	25	Establish performance standards	21.05	0.69	0.14	92.16

CUMULATIVE SUM OF AVERAGE PERCENT TIME SPENT BY ALL MEMBERS
AVERAGE PERCENT TIME SPENT BY ALL MEMBERS
AVERAGE PERCENT TIME SPENT BY MEMBERS PERFORMING
Ranked by . . . . . PERCENT OF MEMBERS PERFORMING

D-TSK		TASK TITLE				
A	29	Help plan advertising campaigns	21.05	0.42	0.09	92.25
A	14	Determine eligibility of individuals for training	21.05	0.49	0.10	92.35
A	11	Decide charges on work done	21.05	0.72	0.15	92.50
B	2	Address a meeting of employees	21.05	0.48	0.10	92.60
B	7	Assign personnel to job positions	21.05	0.68	0.14	92.75
A	46	Revise the organizational structure of clerical employees	21.05	0.60	0.13	92.87

APPENDIX G

Revised Secretarial Science Task Inventory

APPENDIX G

REVISED SECRETARIAL SCIENCE TASK INVENTORY

A. ORGANIZING AND PLANNING

1. Advise contractors on procedures, limitations, requirements and delivery schedules
2. Arrange itineraries for speakers, salesmen and others
3. Arrange for training aids, facilities, and equipment
4. Arrange physical layout of office, pictures, furniture, and draperies
5. Attend conferences, symposiums, or briefings
6. Coordinate work activities with other employees or agencies
7. Compile one report from numerous small ones
8. Consult with attorney, tax examiner, or auditor
9. Counteract false reports which spread in an organization
10. Decide charges on work done
11. Decide on least expensive and most desirable way to communicate (telegram, long distance call, etc.)
12. Design and draft local business forms
13. Determine eligibility of individuals for training
14. Determine personnel requirements
15. Determine requirements for equipment and supplies
16. Develop and improve work methods and procedures
17. Develop procedures maintenance and disposition of records
18. Develop procedures for the maintenance of news files and reference libraries
19. Draft budget estimates
20. Draft and submit job description
21. Draft policy recommendations for submission to higher authority
22. Draft recommended changes to handbooks, manuals, publications and forms
23. Establish operating procedures for suspense files
24. Establish performance standards
25. Establish procedures for the distribution of forms, reports and publications
26. Establish procedures for the production and reproduction of forms, reports and publications
27. Gather data for reports
28. Help plan advertising campaigns
29. Help organize office or company committees
30. Inspect committee membership lists (names, addresses)
31. Interview applicants for employment
32. Look up or check on financial ratings of customers or employees
33. Maintain list of personnel authorized to submit purchase requests
34. Make preparations for meetings
35. Organize guided tours for visiting groups
36. Plan and schedule work assignments and priorities
37. Plan record keeping
38. Plan work for one's self
39. Prepare agenda for meetings
40. Prepare and maintain personnel promotion folders
41. Prepare bids (for contract)
42. Recommend applicants for employment
43. Render policy decisions on questions asked by members of office force
44. Renew newspaper and magazine subscriptions
45. Revise the organizational structure of clerical employees
46. Secure quotations from brokers
47. Serve on boards, committees and councils
48. Schedule appointments and conferences
49. Schedule employee vacations
50. Schedule office machine inspections
51. Schedule on-the-job training

B. SUPERVISING AND IMPLEMENTING

1. Act as notary public
2. Address a meeting of employees
3. Apply for group insurance
4. Approve requisitions made out by others
5. Arrange for or cancel newspaper or magazine advertising
6. Assign personnel to job positions
7. Assign space for equipment and supplies
8. Assign specific work to individuals
9. Buy bonds upon request of employer
10. Compile periodic reports
11. Compose copy at the typewriter
12. Compose written directions to other office workers
13. Compose legal papers
14. Conduct annual review of records
15. Conduct conferences or briefings
16. Conduct personnel meetings
17. Conduct personnel utilization surveys
18. Counsel and advise personnel on training programs
19. Counsel personnel on promotion criteria and status
20. Discharge employees
21. Distribute keys to authorized employees
22. Give dictation to other office workers
23. Gather data to fill out questionnaires
24. Get information from various departments needed for correspondence
25. Handle service calls on equipment
26. Hear complaints in office and over telephone
27. Implement employer's directives
28. Implement suggestion program
29. Initiate requests for personnel replacements
30. Investigate causes of trouble between employees
31. Mail or forward personnel records
32. Make arrangements for centralized department to duplicate materials
33. Make arrangements for guests or visitors (e.g., entertainment, motel, transportation)
34. Operate public-address system
35. Order supplies of various kinds for the office (from suppliers or central supply department)
36. Oversee workmen (e.g., carpenters, electricians)
37. Prepare accident reports
38. Prepare administrative orders
39. Prepare articles and announcements
40. Prepare bank signature cards
41. Prepare drafts of correspondence, directives, or reports
42. Prepare and review registers of transactions
43. Prepare proxies
44. Prepare requests for quotations or proposals
45. Prepare requisitions for supplies or equipment
46. Prepare requisitions for special personnel requirements
47. Prepare shipping instructions
48. Process requests for substitutions or changes to purchase or delivery orders
49. Punctuate articles, manuscripts, etc.
50. Resolve technical problems for employees
51. Reprimand employees
52. Select individuals for specialized training
53. Select equipment and supplies to be ordered
54. Select or order furnishings for office
55. Sell stocks upon request of employer

B. SUPERVISING AND IMPLEMENTING (continued)

56. Send out invitations
57. Summarize articles, reports, or lectures
58. Supervise clerk typists
59. Supervise employees in order to maintain work performance
60. Supervise the preparation of contracts or purchase orders
61. Supervise the maintenance and utilization of equipment and supplies
62. Supervise the maintenance of files
63. Supervise the maintenance of publications in stock
64. Supervise the preparation and maintenance of records and reports
65. Supervise the reproduction of printed material
66. Supervise stenographers
67. Write letters of condolence and congratulations

C. COORDINATING AND PERFORMING PERSONAL ACTIVITIES FOR EMPLOYER

1. Acknowledge letters of condolence and congratulations
2. Advise employer of illnesses, deaths, births, or weddings of friends or associates
3. Anticipate needs of employer as to records and papers
4. Arrange with bank for funds to be wired or cabled
5. Assist in plans for entertaining, receptions or dinners
6. Balance employer's personal checking account
7. Confer with employer on policy
8. Coordinate with other personnel on various matters for employer
9. Give checks to employer for signature
10. Keep employer reminded of engagements, dates, or things to do
11. Keep employer's photographs and biographical information for publicity
12. Keep lists of employer's personal property up to date
13. Keep list of credit card numbers
14. Keep personal business diary for employer
15. Keep on hand stock of employer's personal stationery, cards
16. Make arrangements for repairs on employer's personal property (car)
17. Make engagements and appointments for employer
18. Make list of personal stocks, notes, or collateral of employer
19. Make out household or personal checks for employer
20. Make travel arrangements for employer
21. Obtain credit cards for employer
22. Obtain information and papers for foreign travel for employer
23. Prepare day's schedule for employer
24. Prepare itinerary or schedule for employer's trips
25. Pick up and deliver employer at airport
26. Purchase and send out Christmas cards, Valentines, or birthday cards for employer
27. Record stock quotations--watch market
28. Scan newspapers, magazines, and trade journals for employer
29. "Screen" visitors or people who want to see your employer
30. Shop for employer
31. Sign employer's mail (his signature)
32. Sign personal checks for employer
33. Take care of employer's personal insurance (e.g., auto, life or home)

D. INSPECTING AND EVALUATING

1. Arrange for disposal of wornout equipment
2. Dispose of unneeded documents and records

D. INSPECTING AND EVALUATING (continued)

3. Edit and review correspondence and reports
4. Evaluate adherence to work standards and schedules
5. Evaluate employee's work
6. Evaluate files, reports, or correspondence
7. Evaluate training effectiveness
8. Follow up released materials
9. Inspect accuracy of entries in personnel records
10. Inspect accuracy of figures submitted to employer by other employees
11. Inspect tally sheets on various jobs
12. Inspect travel vouchers
13. Inspect material received for completeness and damages
14. Investigate reference (personal or financial)
15. Prepare performance reports
16. Prepare promotion reports
17. Review records for compliance with labor laws
18. Review training progress of employees

E. TRAINING

1. Administer or proctor personnel tests
2. Conduct on-the-job training of office personnel
3. Demonstrate equipment and procedures
4. Demonstrate how to locate technical information
5. Orient new employees
6. Prepare audiovisual materials (e.g., transparencies, tape recordings)
7. Prepare manuscripts for training sessions

F. PERFORMING STENOGRAPHIC ACTIVITIES

1. Compose correspondence
2. Edit letters dictated by employer
3. Operate dictaphone
4. Operate dictating machine
5. Prepare minutes of directors and shareholders meetings
6. Transcribe (type) from dictaphone
7. Take dictation at the typewriter (type dictation as employer dictates)
8. Take dictation over the telephone
9. Transcribe (type) from shorthand outlines
10. Type minutes of reports of meetings
11. Write group proceedings or conferences in shorthand
12. Write shorthand (any system)
13. Write shorthand from more than one person (but only one at a time)

G. PERFORMING BOOKKEEPING AND ACCOUNTING ACTIVITIES

1. Act as deputy on safe deposit box
2. Adminster imprest or petty cash funds
3. Administer small purchases such as credit card charges and blanket purchase agreements
4. Approve bills of any kind
5. Age the accounts receivable
6. Ascertain availability of funds
7. Do preliminary work for income tax return
8. Calculate deductions (Income Tax, FICA, Insurance)

G. PERFORMING BOOKKEEPING AND ACCOUNTING ACTIVITIES (continued)

9. Close ledger accounts
10. Control the safekeeping of monies, bonds, or sealed bids
11. Compose business reports of any kind
12. Compute amount and percent of markup or loss
13. Compute depreciation
14. Compute dividends
15. Compute payrolls for employees
16. Compute sales tax
17. Compute trade and cash discount
18. Deposit checks or cash in bank or cashier's office
19. Deposit wills and valuables for clients
20. Endorse checks
21. Figure extensions
22. Figure inventory (value)
23. Figure market value of investment and portfolios
24. Inspect bills and invoices
25. Inspect money orders and checks, as to amount, dates, signatures
26. Inspect supplies (for reordering purposes)
27. Keep books and/or ledger for any purpose
28. Keep books which supply data for income tax for company, trusts, etc.
29. Keep cash account
30. Keep daily attendance of employees
31. Keep charts of sales records
32. Keep insurance register
33. Keep petty cash account
34. Keep record of territory assigned salesmen
35. Keep records pertaining to FICA tax (Social Security)
36. Keep records pertaining to state and federal unemployment tax
37. Keep records pertaining to income taxes
38. Keep records pertaining to sales tax
39. Keep records pertaining to State Industrial Insurance
40. Keep records of bad debts
41. Keep wage and sales comparison records
42. Handle collection of outstanding debts (accounts receivable)
43. Interpret financial figures into a summary statement
44. Maintain individual employee's earnings records
45. Maintain list of authorized signatures
46. Maintain payroll register (all employees listed)
47. Maintain price lists and make necessary changes
48. Maintain records on rental real estate
49. Maintain stock of business forms
50. Make arrangements for freight express
51. Make contracts for supplies, services, etc.
52. Make financial graphs
53. Make lists of contents of office safe or safe deposit box and keep it up to date
54. Make out monthly statements
55. Manage reporting and record keeping procedures
56. Make out withholding tax statements at the end of year (W-2 forms)
57. Operate check writer protector
58. Operate full-bank adding machine
59. Process newly acquired books and technical reports
60. Post (transfer) entries from journals to a ledger (group of accounts)
61. Prepare a trial balance at end of month or fiscal period (prove equality in ledger)
62. Prepare balance sheet
63. Prepare employer's business expense statement

G. PERFORMING BOOKKEEPING AND ACCOUNTING ACTIVITIES (continued)

64. Prepare expense reports to clear company advances
65. Prepare journal or ledger entries
66. Prepare post and closing trial balance
67. Prepare purchase orders, invoices, vouchers, and receipts
68. Prepare salesmen's commission statements
69. Purchase postage
70. Reconcile bank statement
71. Record inventory records on proper forms
72. Record time card or time clock data on payroll forms
73. Receive and disburse trust memos
74. Receive and disburse funds for guardianships and estates
75. Rule journals or ledger accounts
76. Secure quotations on supplies (from supplier)
77. Select or order typewriting supplies and equipment (erasers, ribbons, etc.)
78. Send out credit memos for goods returned
79. Send out invoices for payment due
80. Sign checks
81. Systematize and record items deductible from income tax on business
82. Take care of bankbook
83. Take care of checkbook and stubs
84. Take inventory
85. Total weekly or monthly sales
86. Work with city or county tax statements
87. Write checks (for any purpose as a part of your job other than payroll)
88. Write checks or payroll

H. PREPARING FORMS AND PUBLICATIONS

1. Compose news items or magazine articles (newspapers, trade publications, house organs, etc.)
2. Coordinate work with printer to achieve desired layout
3. Edit manuscripts
4. Hand draw or trace artwork or headlines on stencils
5. Prepare or revise pamphlets and catalogs
6. Proofread copy
7. Plan layout and makeup
8. Prepare material for printer or publisher
9. Receive and process requisitions for forms and publications
10. Use proofreading symbols

I. PERFORMING RECEPTIONIST ACTIVITIES

1. Act as a guide to visitors
2. Act as hostess at company-sponsored teas, coffee hours, or parties
3. Answer telephone
4. Assist with publicity for charity and other drives
5. Collect money from office employees for various purposes
6. Direct people to proper office or department
7. Follow up on written notices for meetings by telephone
8. Give news information to reporters
9. Greet callers or visitors
10. Handle cranks, beggars, and other undesirables
11. Maintain record of long distance calls
12. Make introductions
13. Operate intercom

I. PERFORMING RECEPTIONIST ACTIVITIES (continued)

14. Place telephone calls
15. Place telephone memoranda and messages where employer will see them
16. Relay or refer telephone calls to another department
17. Send or receive telegrams or cablegrams
18. Screen employer's calls
19. Use directories

J. PERFORMING CLERICAL ACTIVITIES

1. Address letters and packages
2. Arrange papers or articles on your own or your employer's desk
3. Assemble and staple duplicated materials
4. Attach pertinent correspondence to incoming mail for employer to refresh his memory
5. Carry out written or oral instructions given by employer
6. Change dates on rubber stamps, time stamp machine, or calendar daily
7. Clean and oil office equipment other than typewriter
8. Clean typewriter
9. Clean and tidy own and employer's area
10. Compare copy for legibility and neatness
11. Compile, and chart data
12. Expedite and trace customer orders
13. Fold and insert letters in envelopes
14. Have legal papers recorded
15. Help with decorations at meetings or conventions
16. Keep calendar marked with appointments for employer at his desk
17. Keep desks equipped with office supplies
18. Make folders and folder titles for files (labels)
19. Make corrections on original and carbon copies
20. Operate addressograph
21. Make notes on incoming mail which employer should see
22. Operate automatic typewriter (such as autotypist, robotype, IBM magnetic tape machine)
23. Operate calculator
24. Operate copying machine (e.g. Xerox, Thermofax, ozalid)
25. Operate key-driven machine (such as comptometer)
26. Operate numbering machines
27. Operate offset duplicator (e.g., multilith)
28. Operate paper cutter
29. Operate paper punch
30. Operate spirit duplicator (e.g., ditto)
31. Operate stencil duplicator (e.g., mimeograph)
32. Operate switchboard (PBX)
33. Operate 10-key adding machine
34. Operate 10-key printing calculator
35. Operate tape recorder
36. Operate teletype
37. Operate typewriter
38. Post notices
39. Prepare delivery orders
40. Prepare forms and correspondence
41. Prepare or obtain coffee or refreshments for employer or his guests
42. Prepare travel vouchers
43. Proofread typewritten copy
44. Run errands
45. Seal envelopes (manually)

J. PERFORMING CLERICAL ACTIVITIES (continued)

46. Type addresses on envelopes or cards
47. Type and correct offset masters (mats or multilith)
48. Type and correct spirit masters
49. Type and correct stencils (mimeograph process)
50. Type and rule tabular material (tables, columns, rows of figures)
51. Type bids and proposals
52. Type business letters
53. Type carbon copies
54. Type cards (index cards, file cards, "address finder" cards)
55. Type copy where all lines end on the right margin (justifying)
56. Type display or decorative type copy
57. Type fill-ins on duplicated letters or bulletins (e.g., letters)
58. Type final copy from rough-draft copy
59. Type information on continuous roll tape (gummed back or self-sealing back)
60. Type in outline form
61. Type insurance policies or forms
62. Type labels individually
63. Type legal acknowledgements
64. Type legal affidavits
65. Type legal agreements
66. Type legal leases
67. Type legal sales contracts
68. Type manuscripts or reports
69. Type memorandums
70. Type powers of attorney
71. Type on printed forms
72. Type real estate papers
73. Use simple business math
74. Use reference books or manuals
75. Verify and update information on punch cards and machine listing
76. Verify entries on purchase requests

K. MAINTAINING FILES AND LIBRARY

1. Assist users in the selection and location of library reference materials
2. Charge and discharge library books or materials from files to employees
3. Clip and collect magazine articles, or newspapers of interest
4. Control and manage filing system
5. Establish or maintain a reference library
6. Establish or maintain cross reference listings
7. Establish or maintain files
8. Establish or maintain index of forms and publications
9. Establish or maintain inventory of forms and publications
10. File materials
11. Extract information from files
12. Handle classified or confidential files
13. Keep card indexes of various kinds
14. Merge or revise files
15. Order all publications and keep track of subscriptions
16. Preserve historical records
17. Process and file correspondence
18. Search for lost materials in files
19. Secure information from library
20. Sort materials for filing
21. Shelve library books
22. Transfer records to inactive files
23. Use library card indexes

L. PERFORMING MAIL ROOM ACTIVITIES

1. Assemble information kits
2. Calculate postal rates
3. Deliver messages
4. Distribute supplies, forms and publications
5. Distribute incoming and outgoing mail
6. Distribute promotional material for events such as charity drives
7. Forward mail
8. Hand carry items, such as purchase orders or contracts, to the vendor
9. Have mail insured, registered or certified
10. Log incoming mail (in regular book)
11. Mark, attach, or enclose materials for outgoing mail
12. Make up, check and distribute mailing list
13. Maintain current routing guide or distribution lists
14. Maintain incoming and outgoing correspondence register
15. Open and read mail
16. Obtain mailing material from post office such as certified & registered mail stickers, rate sheets, etc.
17. Operate and keep postage meter record
18. Pick up mail
19. Process incoming mail for routing
20. Process outgoing mail
21. Receive, time stamp and route messages
22. Sign for registered mail
23. Sort mail (for different persons)
24. Stamp envelopes (manually)
25. Stamp incoming mail as to date
26. Stuff, bundle, sort, and/or label outgoing mail
27. Take mail to mail room or mail box
28. Take mail to post office
29. Trace mail
30. Use franking-permit privileges (right to send free mail)
31. Use U.S. Zip code directory
32. Use U.S. Postal manual for postage rates and types of mail
33. Weigh items
34. Wrap and tie packages